

# ANNE D. MACDONALD

## Experience

October 2005-  
Present

### The White House

Washington, DC

*Office of the First Lady, Associate Director of Advance*

- In conjunction with the Director of Advance, responsible for the logistical management of the 300 + events Mrs. Bush participates in yearly outside the White House complex
- Involved in the collaboration between advance team members, host nations and organizations, members of the media, and Secret Service to ensure the successful implementation of the event design
- Compile and compose briefing books that incorporate political sensitivities, logistical concerns, and cultural items of interest to Mrs. Bush for each visit

February 2005-  
September 2005

### Department of Defense

Washington, DC

*Office of the Secretary of Defense, Defense Fellow/Special Assistant*

- Provided logistical and administrative support to the Special Advisor to the Secretary of Defense/Executive Director of the Defense Reconstruction Support Office, the board responsible for the management of both policy and operational aspects relating to the political and economic development of Afghanistan and Iraq
- Edited and composed policy guidance and correspondence aimed to enhance the effectiveness of reconstruction efforts and provided daily briefings on the status of Washington based and in country projects for the Executive Director

September 2004-  
November 2004

### Bush Cheney '04

Washington, DC

*Office of the First Lady, Site Advance*

- Assisted with the design, build out, and execution of Mrs. Bush's campaign rallies and speaking engagements throughout the country on a full-time, volunteer basis
- Responsible for the management and direction of the site production crew

July 2004-  
September 2004

### 2004 Republican National Convention

New York, New York

*Office of Communications, Communications Logistics Coordinator*

- Supported the re-election of President Bush by assisting with the organization and recruitment of a staff of 200 communications professionals from the White House, Capitol Hill and other government agencies to serve the media and support the message of the Convention
- Coordinated the credentialing process, travel arrangements, and development of the orientation program for communications staff
- Assisted press advance operations and direction of surrogate speakers

October 2003-  
June 2004

### The G8 Summit

Washington, DC and Sea Island, Georgia

*Project Manager*

- Responsible for the execution of the credentialing process for over 3,000 Summit attendees in Coastal Georgia
- Collaborated with Secret Service to communicate aspects of the National Security Special Event to local community groups
- Assisted with site preparations for the meetings of the G8 leaders as well as eleven other invited delegations from the Middle East and Africa
- Coordinated movements of press pools, official photographers and personal interpreters, assisted site leads in motorcade deployment and coordination

Internships

FedEx Express

Memphis, Tennessee

Coca-Cola Enterprises

Atlanta, Georgia

United Nations International Conference on Education

Geneva, Switzerland

**Education**

**Rhodes College, Bachelor of Arts, 2003**

- ♦ International Studies major, Latin American Studies minor

**Geneva Study Abroad Program, Geneva, Switzerland, 2001**

- ♦ Semester involved in international politics, studying with leaders of several non-governmental organizations and the Geneva humanitarian community

**Volunteer Work**

Involved in a variety of projects ranging from mentoring high school students and leading sailing trips for inner-city youth to participating in White House Advance trips

# ANNA ADEOLA MAKANJU

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## EDUCATION

**Stanford Law School, Stanford, CA** – J.D., 2004 *with Pro Bono Distinction*

Managing Board Member/Senior Symposium Editor of the Stanford Law Review

**Honors:** Paul and Daisy Soros Fellowship for New Americans; Stanford Law Review President's Award; Delegate to 2004 International Academy of Achievement Summit; Stanford Fellowship in Conflict Resolution.

**Université de Nantes, Nantes, France** – Certificate of Language and Literature, Honorable Mention, 1998

**Western Washington University, Bellingham, WA** – B.A., Linguistics, French, 1998

## LANGUAGES

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## EXPERIENCE

**Obama Campaign for Change, Field Organizer, Racine, WI** 7/08 – 11/08

Built and managed a team of over 300 volunteers, local leaders and activists in the community of Racine County to raise civic awareness, register voters and encourage more citizens to participate in the democratic process. Since the election, that organization has been reformed into "Yes We Can Racine," a citizen-driven entity that will continue working on vital local issues; the entity was recently featured on NPR, inspiring similar organizations across the United States. Personally selected to be one of 300 leading organizers at national Organizing for Change Legacy Conference in Chicago.

**Cleary Gottlieb Steen and Hamilton, LLP, New York, Moscow, Paris** Summers 03 & 05; 01/07– *present*

Practice focuses on litigation and arbitration, including representation of foreign entities and sovereigns before domestic courts and international arbitral tribunals in matters involving public international law and complex commercial disputes. Pro bono matters include asylum petitions, legal reform projects for international NGOs and civil rights litigation.

**Honorable Theodore McKee, U. S. Court of Appeals for the 3d Circuit, Philadelphia, PA** 11/05 – 09/06

Drafted judicial opinions and bench memoranda for cases implicating questions of state and federal law.

**International Criminal Tribunal for the Former Yugoslavia, The Hague, the Netherlands** 2/05 – 5/05

Worked for the office of ICTY president Theodor Meron. Drafted interlocutory opinions, speeches and presentations; provided research assistance for scholarly articles.

**International Criminal Court, The Hague, The Netherlands** 9/04 – 2/05

Compiled and evaluated evidence for the Uganda war crimes civil war investigation. Drafted interpretations of articles of the Rome Statute and Regulations of the Court. Prepared presentations to be delivered by the Chief Prosecutor.

**Professor Allen Weiner, Pace Univ., C. I.** 10/03 – 05/04

Worked as a Research Assistant to Allen Warren Christopher Professor of the Practice of International Law and Diplomacy. Research primarily focused on universal jurisdiction and amnesty.

**Moreno Ocampo Abogados/Poder Ciudadano, Buenos Aires, Argentina** Summer 2002

Researched and prepared documents for a case before the Inter American Commission on Human Rights and assisted with a project aimed at increasing judicial independence.

**MICHAEL MAKOVSKY, PhD**

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**EDUCATION**

1995-2001

**HARVARD UNIVERSITY DEPARTMENT OF HISTORY**

*PhD* - Diplomatic History - March 2001

Dissertation: "Power & Civilization: Winston Churchill's Worldview."

Areas of intensive historical study: US and European diplomacy, Russia, medieval Islam.

1990-1991

**COLUMBIA BUSINESS SCHOOL**

*MBA* - Finance - May 1991

1981-1985

**UNIVERSITY OF CHICAGO COLLEGE**

*AB* - History of American Foreign Affairs - June 1985. Honors graduate.

**EXPERIENCE: GOVERNMENT/POLITICAL**

2002- Present

**OFFICE OF U.S. SECRETARY OF DEFENSE (Political Appointee), Pentagon**  
*Director, Essential Services Group (Oil, Electricity, Telecom, Water)*

**Defense (Iraq) Reconstruction Support Office / Coalition Provisional Authority** 2003-Present

- Advise and support Coalition ministerial advisors in Iraq on operations, personnel and policy
- Recruited and managed personal staff and top industry executives to fill ministerial advisory positions in Iraq, established and manage advisory panels of US-based oil and electricity industry experts.
- Oversaw study on national oil companies for Iraqi Ministry of Oil, and study on oil exporting practices.
- Overhauled electricity advisory group in Iraq, led development of vital electricity planning/operating tools for Iraqi Ministry of Electricity, and spearheaded expert assessment of electricity sector.
- Briefed and recommend policies to senior Defense officials.

**Energy Policy Advisor, International Security Affairs, Office of Policy** 2002-2003

- Performed leading role in pre-war/wartime planning/execution of Iraqi oil policies, including establishment of organizational structure, management team and marketing strategy, and related regional oil issues.
- Identified top Iraqis and Americans to fill crucial ministerial and advisory positions in Iraq.
- Advised and supported CPA Oil Advisor and his team on operational, personnel and policy matters.
- Briefed and recommended policies to Secretary of Defense, Deputy Secretary of Defense and other senior Defense officials on Iraqi and Middle Eastern oil issues.

1988

**KASS & KRANZBERG CAMPAIGNS FOR MISSOURI STATE LEGISLATURE, St. Louis, MO**  
*Campaign Manager*

Planned/executed strategy, recruited/directed 200 volunteers, produced media ads, managed budget.

1987

**U.S. SENATOR JOHN DANFORTH, Washington, D.C.**  
*Legislative Correspondent*

Researched legislation and drafted constituency letters on energy, agriculture and trade.

**EXPERIENCE: BUSINESS**

1997-2002

**EDISON MISSION MARKETING & TRADING, Boston, MA**  
*Senior Research Analyst*

Analyzed oil, natural gas, electric power, bandwidth, environmental and weather markets.

1996-1997

**NEW ENGLAND ELECTRIC SERVICES, Westborough, MA**  
*Consultant*

Researched electric power deregulation and derivatives markets.

1994-1995

**AIG TRADING CORPORATION, Greenwich, CT**  
*Research Analyst*

Recommended trading strategies, co-authored plan for marketing electric power, and prepared studies and projections on various energy markets.

1991-1994

**NEW YORK MERCANTILE EXCHANGE, New York, NY**  
*Manager of Energy Research*

Examined oil, jet fuel, electricity and environmental markets to determine visibility for futures contracts.

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**PUBLICATIONS**

Wrote *Churchill & Zionism* (Yale University Press); expected publication in 2006.

# Naveen Malik

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## WORK EXPERIENCE

July 2009 – Present	<b>Fission Strategy, New Media Associate</b> <ul style="list-style-type: none"> <li>Continuously consulting on several new-media campaigns for different types of clients, NFP, NGO, Corporate</li> <li>Project Manager on <a href="http://www.studetheinnovation.com">www.studetheinnovation.com</a> and <a href="http://www.globebridge.org">www.globebridge.org</a></li> </ul>	Washington, DC
Mar 2009 – July 2009	<b>FreeV.COM, New Media Consultant</b> <ul style="list-style-type: none"> <li>Consulted with CEO on strategy for the company's website</li> <li>Wrote, designed, and presented internet strategy &amp; business plan for the company</li> </ul>	Chicago, IL
Dec 2008 – Feb 2009	<b>Presidential Inauguration Committee 2009, Illinois Political Team Lead</b> <ul style="list-style-type: none"> <li>Created and coordinated the workflow system used on our team to manage all ticket allocation, prioritization, and distribution for inauguration attendees from the state of Illinois</li> </ul>	Washington, DC
July 2008 – Nov 2008	<b>Obama for America (OFA) Presidential Campaign, Illinois New Media Director</b> <ul style="list-style-type: none"> <li>Handled congressional relations and coordinated details for all Illinois VBP and elected officials</li> <li>Wrote and executed Illinois new media field plan. Utilized all forms of new media, website, e-mail, blog, social networks, text messages, video &amp; design, to direct the message of the campaign to Illinoisans, and used these tools to recruit volunteers for the field operation</li> <li>Strategized, created, wrote, managed, and edited all content related to the IL new media program</li> <li>Grew our text message subscribers from less than 3,000 to over 34,000. Grew our online social network contacts from under 15,000 to over 50,000. Culminated and oversaw an e-mail list of over 3 million. Set fundraising records</li> <li>Signed up over 10,000 volunteers to travel to and spend four days on the "Get Out The Vote" operation which led five events swing states surrounding Illinois. These efforts were directly correlated with winning four of the five states. Signed up several thousand more volunteers to do other tasks</li> </ul>	Chicago, IL

## INTERNSHIP EXPERIENCE

Nov 2008 – Dec 2008	<b>Senate Office of Senator Barack Obama, Lead Intern</b> <ul style="list-style-type: none"> <li>Lead intern for archiving project</li> <li>Finished two weeks before deadline under my leadership</li> </ul>	Chicago, IL
Jan 2008 – July 2008	<b>Obama for America (OFA), New Media, External Dept, Lead Intern</b> <ul style="list-style-type: none"> <li>Lead intern and was given more responsibility than others to oversee certain tasks</li> <li>Created Barack Obama's profile on Care2.com platform and oversaw my growth</li> <li>Answered thousands of messages reliably on all social network platforms and text message program</li> </ul>	Chicago, IL
Mar 2007 – Dec 2007	<b>Obama for America (OFA), Volunteer Headquarters, Volunteer</b> <ul style="list-style-type: none"> <li>Phone banked and canvassed</li> </ul>	Chicago, IL

## TRAINING

July 2009	<b>The New Organizing Institute's 2009 "Boot Camp" for Advanced New Media Training</b> <ul style="list-style-type: none"> <li>Fell scholarship to the training, and selected from over 600 applicants to attend</li> </ul>
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## RESEARCH EXPERIENCE

Summer 2005	<b>Speech Physiology Research Lab, Dr. Charles R. Larson, Northwestern University</b> <ul style="list-style-type: none"> <li>Research Assistant. Researched Over 100 Scientific Journal Articles and Submitted Paper</li> </ul>	Evanston, IL
Summer 2004	<b>Aphasia &amp; Neuroimaging Lab, Dr. Cynthia Thompson, Northwestern University</b> <ul style="list-style-type: none"> <li>Lab Assistant. Independent Study, Experiment Aide, Data Analysis, and Edited Research Proposals</li> </ul>	Evanston, IL
Summer 2003	<b>Bilingualism &amp; Psycholinguistic Lab, Dr. Victoria Maron, Northwestern University</b> <ul style="list-style-type: none"> <li>Lab Assistant. Independent Study, Experiment Aide, Data Analysis, and Edited Research Proposals</li> </ul>	Evanston, IL

## EDUCATION

2001-2005	<b>Northwestern University</b> <ul style="list-style-type: none"> <li>B.Sc., Communication Sciences</li> <li>Freshman Emerging Leader Award, Undergraduate Leadership Program</li> <li>Resident Assistant, Health Aide, Senator in Associated Student Government, Speech Team</li> </ul>	Evanston, IL
Summer 2002	<b>Harvard University</b> <ul style="list-style-type: none"> <li>Biology (S), AP</li> </ul>	Cambridge, MA
	<b>Canton High School</b> <ul style="list-style-type: none"> <li>Valedictorian of class of 2001</li> <li>Thomas Drake Scholarship Award – school's most prestigious scholarship</li> </ul>	Canton, IL

# Naveen Malik

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## WORK EXPERIENCE

July 2009 – Present	<b>Fixion Strategy, New Media Associate</b> <ul style="list-style-type: none"> <li>Currently consulting on several new-media campaigns for different types of clients, NFP, NGO, Corporate</li> <li>Project Manager on <a href="http://www.crocodilethemovie.com">www.crocodilethemovie.com</a> and <a href="http://www.globalchange.org">www.globalchange.org</a>.</li> </ul>	Washington, DC
May 2009 – July 2009	<b>FreeV, CCM, New Media Consultant</b> <ul style="list-style-type: none"> <li>Consulted with CEO on strategy for the company's website.</li> <li>Wrote, designed, and presented internet strategy &amp; business plan for the company.</li> </ul>	Chicago, IL
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July 2008 – Nov 2008	<b>Obama for America (OFA) Presidential Campaign, Illinois New Media Director</b> <ul style="list-style-type: none"> <li>Wrote and executed Illinois new media field plan. Utilized all forms of new media: website, e-mail, blog, social networks, text messages, video &amp; design, to direct the message of the campaign to Illinoisans, and used these tools to recruit volunteers for the field operation.</li> <li>Strategized, created, wrote, managed, and edited all content related to the IL new media program.</li> <li>Grew our text message subscriptions from less than 1,000 to over 35,000. Grew our online social network contacts from under 1,000 to over 30,000. Coordinated and oversaw an e-mail list of over 3 million. Set fund-raising records.</li> <li>Signed up over 10,000 volunteers to travel to and spend four days in the 'Go Out The Vote' operation which had five crucial swing states surrounding Illinois. These efforts were directly correlated with winning four of the five states. Signed up several thousand more volunteers to do other tasks.</li> </ul>	Chicago, IL

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Jun 2008 – July 2008	<b>Obama for America (OFA), New Media, External Dept, Lead Intern</b> <ul style="list-style-type: none"> <li>Lead intern and was given more responsibility than others to oversee certain tasks.</li> <li>Created Barack Obama's profile on Facebook and oversaw its growth.</li> <li>Answered thousands of messages reliably on all social network platforms and text message program.</li> </ul>	Chicago, IL
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Summer 2004	<b>Aphasia &amp; Neuroimaging Lab; Dr. Cynthia Thompson, Northwestern University</b> <ul style="list-style-type: none"> <li>Lab Assistant. Independent Study, Experiment Aide, Data Analysis, and Initial Research Proposals.</li> </ul>	Evanston, IL
Summer 2003	<b>Bilingualism &amp; Psycholinguistic Lab; Dr. Victoria Marian, Northwestern University</b> <ul style="list-style-type: none"> <li>Lab Assistant. Independent Study, Experiment Aide, Data Analysis, and Edited Research Proposals.</li> </ul>	Evanston, IL

## EDUCATION

2001-2005	<b>Northwestern University</b> <ul style="list-style-type: none"> <li>B.Sc., Communication Studies.</li> <li>Freshman Emergent Leader Award, Undergraduate Leadership Program.</li> <li>Resident Assistant, Health Aide, Secretary to Associated Student Government, Speech Team.</li> </ul>	Evanston, IL
Summer 2002	<b>Harvard University</b> <ul style="list-style-type: none"> <li>Biology S.E.A.B.</li> <li>Canton High School</li> <li>Valedictorian of class of 2001.</li> <li>Recipient of James &amp; Fern Harvey Scholarship Award – school's most prestigious scholarship.</li> </ul>	Cambridge, MA Canton, IL

## PERSONAL

Language Skills:	(b)(6)
Computer Skills:	XHTML, HTML, CSS, FLASH, PHP, MySQL, Content Management Systems: BSD, DrupalSaka, Wordpress, Expression Engine, MediaWiki, Joomla, Drupal. Advanced design work. Proficiency in Adobe CS4: Photoshop, Dreamweaver, Illustrator, In Design, Fireworks, & Flash Professional.
New Media Skills:	Strategy, Message, Website Development, Social Networking, Online Fundraising, Online Ad Placement, Online Advocacy Tools, E-mail Writing and List-building, Content Management, Text Messaging, Blog Writing and Outreach, Design, Video/Virality, Data Integration, Field Integration, VAN integration, and Analytics/Testing.

## References for Naveen Malik

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### WORK EXPERIENCE

July 2009 - Present	<b>Fission Strategy</b> Rosalyn Lemire, Co-founder Cheryl Cortez, Co-founder	Washington DC Ros@fissionstrategy.com Cheryl@fissionstrategy.com
Mar 2009 - July 2009	<b>FreeFV.Com</b> Skippy Mesirov, Co-founder	Chicago, IL skip_mesirov@yahoo.com
Dec 2009 - Feb 2009	<b>Presidential Inauguration Committee 2009</b> Jennifer Mason, Illinois Liaison to PIC Malik Walker, Illinois PIC Team	Washington DC jenntfermason09@gmail.com malikwalker09@gmail.com
July 2008 - Nov 2008	<b>Obama for America (OFA)</b> National HQ Joe Rospars, New Media Director, Macon Phillips, Deputy New Media Director;  IL HQ Mike Jordan, Board of Director - OFA, Ken Bennett, IL State Director.	Chicago, IL  joe@bluestatedigital.com macon.phillips@gmail.com  mjpjordi@yahoo.com ken-li@sbcglobal.net

### INTERN EXPERIENCE

Nov 2008 - Dec 2008	<b>Senate Office of Senator Barack Obama</b> Ken Bennett, State Director; Jennifer Mason, Acting State Director	Chicago, IL ken-li@sbcglobal.net jenntfermason09@gmail.com
Feb 2008 - July 2008	<b>Obama for America (OFA)</b> Scott Goodstein, New Media External Director, Chris Hughes, New Media Internal Director	Chicago, IL sgentalystr@gmail.com chris.f.hughes@gmail.com

### TRAINING

July 2009	<b>New Organizing Institute - Boot Camp 2009</b> Judith Freeman, Executive Director	Washington, DC judith@neworganizing.com
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### RESEARCH EXPERIENCE

Summer 2003	<b>Northwestern University</b> Dr. Virginia Marian, Director of Bilingualism & Psycholinguistic Lab	Evanston, IL v-marian@northwestern.edu
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### EDUCATION

2001-2005	<b>Northwestern University</b> Dr. Charles Larson, Department Chair of Communication Sciences	Evanston, IL c-larson@northwestern.edu
Summer 2002	<b>Harvard University</b> Dr. Cheryl Vaughn, Lecturer on Molecular and Cellular Biology	Cambridge, MA edvaughn@fas.harvard.edu

Letters of recommendation or additional references/information can be provided upon request.

# REBECCA MARTINEZ

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## EXPERIENCE

### Department of Defense: Special Assistant, Office of the Press Secretary

The Pentagon

*September 2007-Present*

- Assisted the Pentagon Press Secretary with daily tasks pertaining to the Defense news of the day and in the preparation of weekly press briefings.
- Traveled extensively with the Secretary of Defense serving as the Press Escort for the traveling Pentagon Press Corps.

### Department of Defense: Personal & Confidential Assistant, White House Liaison Office

The Pentagon

*September 2006-September 2007*

- Coordinated and managed official senior level appointments and requests for the Special Assistant to the Secretary of Defense for White House Liaison
- Interacted with and managed requests for Senior Officials in the Department of Defense, the White House Office of Presidential Personnel, Political Affairs, and Cabinet Liaison.
- Managed daily operational tasks to assist with the political appointee interview process for entry, mid-level and Senate-confirmed positions.
- Oversaw the White House Liaison Summer 2007 Internship program.

### Walt Disney World: Magic Kingdom Entertainment Production Intern

Orlando, FL

*Summer 2005*

- Assisted the Production staff by coordinating and confirming all elements related to events, including Walt Disney World characters, performers, musicians, audio-visual and technical support.
- Gained experience in business side of Entertainment and management of budgets.

### The White House: Intern, Office of Public Liaison

Washington, DC

*Summer 2004*

- Assisted staff in the planning and execution of White House briefings and meetings on the President's administrative priorities and legislative agenda.
- Communicated with outside groups to get the President's message to their membership and helped with the overall logistics of communication.
- Performed research as directed, and assisted with general administrative duties.

### The Gap: Sales Associate

Orlando, FL

*Summer 2003*

- General sales duties in a retail environment.

### McEwan, Martinez, Dukes, P.A.: Courier

Orlando, FL

*Summer 2000, 2001, 2002*

- Assisted attorneys and paralegals with filing, preparation of trial exhibits, organization of medical records, and updating databases.
- Helped with general administrative tasks as needed.

## EDUCATION

University of Richmond, Richmond, Virginia. Bachelor of Arts, *May 2006*.

Major: Rhetoric & Communications Minor: Spanish

Saint Louis University, Madrid, Spain. *Fall 2004*.

Semester Abroad, studied Spanish Language, Art, and Literature.

## Additional Information

Proficient in Microsoft Office Programs: Word, Power Point, Excel, Access.

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### PROFESSIONAL EXPERIENCE

*Legislative Director*, January 2009 – Present  
Representative Mary Jo Kilroy (OH-15), Washington, DC

- Chief legislative advisor to freshman Member of Congress. Recommended positions to the Member on matters of public policy before the House of Representatives.
- Supervising and mentoring legislative staff, including development of legislation, co-sponsorship of legislation and vote recommendations. Creating and implementing mail management and legislative history system. Managing appropriations requests for Fiscal Year 2010. Teaching Member and Washington, DC staff on House rules and procedures.
- Tracking transportation, appropriations, budget, military, veterans, homeland security, general government, and issues for the Representative. Staffing Member on House Homeland Security Committee. Meet with constituents, local industry, advocacy groups, and federal departments and agencies on matters of interest to the 15<sup>th</sup> District of Ohio.

*Legislative Director*, March 2007 – December 2008  
Representative Nancy Boyda (KS-02), Washington, DC

- Served as one of two senior advisors to active freshman Member of Congress. Recommended positions to the Member on matters of public policy before the House of Representatives, including the introduction, management, and passage of two pieces of legislation. Developed and implemented press strategies, including writing floor and committee statements, press releases, and talking points. Supervised activities of legislative staff, including co-sponsorship of legislation and vote recommendations and provided counsel on legislative procedures.
- Prepared the Representative for all Armed Services Committee hearings, briefings, and meetings. Formulate potential hearing questions for witnesses and amendments for legislation marked-up in committee. Primary point of contact for all military activities in the district.
- Tracked military, veterans, homeland security, foreign affairs, trade, general government, and transportation issues for the Representative. Met with constituents, local industry, advocacy groups, and federal departments and agencies on matters of interest to the 2<sup>nd</sup> District of Kansas.

*Supervisory Congressional Coordination Analyst*, January 2007 – February 2007  
Headquarters Marine Corps, Programs & Resources Department, Washington, DC

- Coordinated budgetary message of the Marine Corps for release to the Congress, general public, and other interested parties. Ensured consistency in information collected from Marine Corps organizations for release to include reviewing of written testimony, press questions, and questions for the record.
- Assisted in preparing Marine Corps witnesses that have been asked to testify before various Congressional committees. Solicited sample questions and answers from subject matter experts, editing written testimony. Participated in mock hearings and providing advice to witnesses. Accompanied witnesses to hearings, briefings, and meetings to provide information as necessary.

*Legislative Fellow*, November 2005 – December 2006  
Headquarters Marine Corps, Office of Legislative Affairs, Washington, DC  
Assigned to the Personal Office of Representative Solomon P. Ortiz

- Served as the Military Legislative Assistant for Congressman Ortiz. Advised the Congressman and the Chief of Staff on all national security matters to include the preparation of briefing memos on Armed Services Committee hearings and meetings, met with constituent groups and military representatives regarding issues of concern to the Congressman, and wrote letters to respond to constituents' inquiries. Researched and recommended legislative and report language proposals for possible inclusion in the National Defense Authorization Act.
- Advise the Congressman and other legislative staff on other issue areas including banking and finance, budget, FFMA, and government reform and oversight.

*Contingency Operations Supervisory Budget Analyst*, August 2004 – October 2005  
Headquarters Marine Corps, Programs & Resources Department, Washington, DC

- Led Programs & Resources (P&R) efforts in support of the FY 2006 Supplemental funding request, including the creation of an online requirements submission and tracking system. Responsible for the initial submission of the FY 2006 Supplemental to the Department of the Navy to include estimates from the Contingency Operations Support Tool, field requirements, and a portion of Reset the Force study
- Served as the primary liaison for P&R for the Marine Corps FY 2005 Supplemental funding request to Congress. Provided briefings, responded to Questions for the Record, wrote information and position papers, and tracked Supplemental progress. Focused specifically on the Marine Corps Demand on Equipment study, Force Structure Review initiatives, and other Marine Corps priorities. Accompanied Professional Staff Members on site visits and meetings with subordinate commands.
- Served as the Marine Corps' representative to the Joint Improvised Explosive Device (JIED) Task Force's Resource Board and P&R's representative to the Marine Corps' Improvised Explosive Device (IED) Defeat Working Group. Provided resourcing guidance, financial tracking, briefings, and other information to Congressional committees on USMC IED Defeat efforts.

*Navy Working Capital Fund Budget Analyst*, July 2001 - July 2004  
Headquarters Marine Corps, Programs & Resources Department, Washington, DC

- Formulated the Marine Corps portion of the Navy Working Capital Fund budgets totaling approximately \$500M. Analyzed and approved budget submissions from the Marine Corps Logistics Command and bases and stations across the Marine Corps to the Department of the Navy, Department of Defense, Office of Management and Budget, and the Congress.
- Reviewed monthly execution reports for both Depot Maintenance and Supply Management Working Capital Fund accounts. Evaluated data for variances from previous budget submissions and made recommendations to Logistics Command on future execution policy.
- As a Presidential Management Intern (PMI), spearheaded the USMC's recruitment of new PMIs, including organizing interview spaces, scheduling interviews, and conducting interviews. Developed the Marine Corps PMI program to include familiarization trips, educational opportunities, and rotational experiences.
  - *Rotation to Chief of Naval Operations' Executive Panel*, October 2002 – December 2002
  - *Rotational Assignment to Marine Forces Pacific (MARFORPAC), G-8*, May 2002 – June 2002
  - *Rotational Assignment to Programs & Resources Budget Coordination Branch*, February 2002 – April 2002

## OTHER EXPERIENCE

*Associate Director of Transportation for Special Services*, May 2000 – August 2000  
Democratic National Convention Committee, Los Angeles, CA

*Special Assistant for Management and Administration*, November 1997 - July 1999  
The White House, Management & Administration, Washington, DC

*Political Fundraiser*, October 1997  
Glendening/Townsend Campaign Committee, College Park, MD

*Budget Director*, April – July 1997  
Denver Summit of the Eight (G-8), Denver, CO

*Presidential Gala Budget Director*, November 1996 – February 1997  
Clinton/Gore Presidential Inaugural Committee, Washington, DC

*Budget Coordinator*, August 1996 – November 1996  
Clinton/Gore '96, Washington, DC

*Special Assistant to the Director*, April 1995 – July 1996  
The White House, Office of Administration, Washington, DC

## EDUCATION

*Master of Public Administration*, May 2001  
The University of Georgia, Athens, GA

*Bachelor of Business Administration*, concentration in Marketing, May 1993  
The George Washington University, Washington, DC

## Laura Parker McAleer

### PROFESSIONAL EXPERIENCE

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#### **OFFICE OF THE SECRETARY OF THE NAVY** Washington, DC

##### Confidential Assistant to the Secretary of the Navy April 2006 – Present

- Serve as a direct report handling a wide range of high-level assignments of sensitive and personal interest to the Secretary of the Navy, including strategic communications efforts, personnel issues, congressional and political matters. Specific responsibilities include:
  - Provide rapid research and evaluation, background material, and recommendations to the Secretary in support of interactions and meetings with Federal, state, and local officials
  - Assist with the planning and preparation of the Secretary's protocol and public affairs activities
  - Work with respective legislative and appropriation liaison offices to identify and advance proactive opportunities for increased congressional engagement
  - Provide input and oversight with speechwriting and congressional correspondence
  - Establish and supervise the administrative practices and procedures relevant to the operation of the Immediate Office of the Secretary, as well as facilitate the information flow and continuity between civilian and military personnel
  - Manage the Secretary's tasker system to capture principal directives, concerns and key points from meetings with senior military and civilian personnel within the Department, ensuring appropriate assignment and effective completion of requested action
  - Regularly participate in the Secretary's ongoing strategic management review efforts
- Completed Lean Six Sigma Executive Leadership Champion & Green Belt Courses
- Maintain Top Secret/SCI clearance

#### **U.S. SENATOR MEL MARTINEZ** Washington, DC

##### Professional Staff Member & Military Legislative Assistant February 2005 – April 2006

- Served as the principal foreign policy and national security advisor to Republican Senator on the Foreign Relations Committee. Primary responsibilities included managing the Senator's foreign operations, defense, and military construction appropriations, as well as providing timely and succinct analysis on key legislative issues and votes.
- Served as the lead analyst and staff representative for the Chairman of the Senate Subcommittee on African Affairs. Responsibilities included:
  - Execution of all subcommittee hearings, including nomination hearings for presidentially appointed positions; determination of hearing subject matters, witnesses, and logistics; preparation of hearing background material, remarks, and points of inquiry
- Served as the Military Legislative Assistant. Responsibilities included:
  - Advanced the Senator's key defense legislative priorities, including installation improvement, equipment procurement, and strengthening personnel and family benefits
  - Oversaw defense related constituent inquiries and military base/community matters
  - Coordinated and provided staff support for the Senator's foreign and domestic military related travel, including a statewide tour of Florida's military installations and an official congressional visit to Brazil, Uruguay, Chile, and Colombia

## **U.S. SENATOR MIKE DEWINE**, Washington, DC

### Legislative Assistant, November 1997 - February 2005

- Served as the principal foreign policy and national security advisor to senior Republican members on the Appropriations and Intelligence Committees. Responsibilities included:
  - Primary staff for all legislative and appropriations matters pertaining to foreign policy, defense, emergency, and veterans affairs
  - Drafted the Senator's official statements, correspondence, and op-ed pieces
  - Supervised four Department of Defense military fellows, as well as two Legislative Correspondents
  - Developed and advanced legislative initiatives relating to military personnel, health, tax, education, international trade, and humanitarian assistance, including the Reserve Component Tax Assistance Act, Microenterprise for Self-Reliance Act, Conflict Diamonds Act, Department of Veterans Affairs Nurse & Dental Appreciation Act, National Guard & Reserve Comprehensive Health Benefits Act, Department of Veterans Affairs Education Equity Act, and Combat for College
  - Initiated and conducted official foreign travel to monitor international policy developments, including visits to Haiti, Venezuela, Germany, Latvia, Romania, Taiwan and Bulgaria

## **U.S. SENATE COMMITTEE ON FOREIGN RELATIONS**, Washington, DC

### Legislative Correspondent, Staff Assistant & Intern, July 1996 - November 1998

- Responsible for Majority Staff Correspondence related to the Western Hemisphere, Europe, arms control, proliferation, and humanitarian assistance
- Authored background reports and memoranda for legislative and administrative staff
- Assisted professional staff with research, writing, casework, and hearing preparation
- Managed office intern program

## **MILITARY SERVICE**

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### **U.S. NAVY RESERVE**, February 2002 - present

- Selected for Direct Commission Program as an Intelligence Officer, with subsequent assignments at the National Maritime Intelligence Center and the Office of Naval Intelligence (ONI). Currently attached to the 741 Detachment at the U.S. Naval War College, providing wargame and exercise support
- Selected as Class Leader for 2003 Navy Reserve Intelligence Fleet Orientation Course
- One of three U.S. Navy Officers selected for participation at the 2004 Young Reserve Officer Workshop, annual session conducted by NATO's Inter-Allied Confederation of Reserve Officers

## **EDUCATION**

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### **MASTERS OF ARTS, NATIONAL SECURITY & STRATEGIC STUDIES**

- U.S. Naval War College - Newport, Rhode Island - November 2003
- Command & Staff Diploma - College of Distance Education - June 2004

### **BACHELOR OF ARTS, GOVERNMENT/INTERNATIONAL STUDIES & SPANISH**

- University of Notre Dame - Notre Dame, Indiana - May 1998
- University of Salamanca - Salamanca, Spain - Summer 1998
- Magna Cum Laude - Dean's Honor List - Beta Sigma Alpha

## **PROFESSIONAL AWARDS**

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- Legislative Appreciation Award, Reserve Officer Association, 2004
- National Legislative Component Award, Naval Reserve Association, 2004
- Patrick Henry Award, National Guard Association of the United States, 2003
- Legislative Appreciation Award, Reserve Officer Association, 2002

## James H. McCall, Jr.

(b)(6)

An experienced foreign affairs and national security analyst with a background in strategic thought and a record as a problem-solver. A self-starting and articulate leader offering independent and innovative thinking on current and future challenges, from foreign policy priorities to defense reform and the revolution in military affairs.

### EXPERIENCE

#### *Executive and Management*

**Eisenhower Institute (2002-2006)**

Washington, D.C.

**Executive Director.** Principal planning and administrative executive for a small think tank specializing in international affairs. Responsible for fundraising, new program development, board relations, and institute administration and finance, including budgets. Coordinated collaborative activities with sister organizations. Reorganized Institute administrative and financial procedures.

#### *Foreign and National Security Policy*

**George Bush Presidential Library Foundation (1999 - 2002)**

Washington, D.C.

**Co-Director, George H. W. Bush Presidential Oral History Project.** Principal member for foreign policy and national security aspects of the project. Also advised senior former members of the Administration in preparation for their interviews.

**President George Bush and General Brent Scowcroft (1994 - 1998)**

Washington, D.C.

Worked closely with the former President and National Security Advisor in developing their respective accounts of the foreign policy of the Bush Administration, *A World Transformed*, (New York, Knopf, 1998). Analyzed and wrote on topics as diverse as US-Soviet relations, German reunification, US-China relations, Desert Shield and Desert Storm, and the collapse of the Soviet Union.

**Ambassador Paul H. Nitze (1992 - 1998)**

Washington, D.C.

Senior Assistant/Chief of Staff to the former Deputy Secretary of Defense, Secretary of the Navy, and nuclear arms control negotiator. Analyzed current policy issues and wrote numerous briefs, articles and speeches on foreign policy, national security, and economic issues. These included NATO expansion, nuclear and precision guided weapons, strategic deterrence, Korea reunification, US-Russian relations, and US-European relations. Briefed Ambassador in preparation for interviews and public appearances.

#### *Military*

**Officer, United States Army (active and reserve, 1984 - 1996)**

Bad Kissingen, Germany

On active duty, supervised armored cavalry squadron communications security, troop training, operations, border intelligence gathering. Led highly-motivated and enthusiastic unit, cited as best in regiment in preparedness, training, and performance. Trained and mentored top border and reconnaissance officers in unit. Received highest leadership ratings and evaluations.

### EDUCATION

**The Johns Hopkins University, Paul H. Nitze School of Advanced International Studies** Washington, D.C.

**MA in International Relations and Economics** May, 1992. Concentrations in International Law, International Economics, Political Economy, and Strategic Studies. Merrill Fellow.

**Georgetown University**

Washington, D.C.

**MA in Modern European History**, December, 1985. Ph.D. candidate, Fellow and Lecturer/Teaching Assistant in Modern European History, specializing in Central European Diplomatic History. Research Assistant to Dr. Wolfram Fischer, Freie Universität Berlin, in German Economic History.

**University of Exeter, UK.** Continued Georgetown MA studies, qualified for additional MA in English

James H. McCall, Jr.

(b)(6)

An experienced foreign affairs and national security analyst with a background in strategic thought and a record as a problem-solver. A self-starting and articulate leader offering independent and innovative thinking on current and future challenges, from foreign policy priorities to defense reform and the revolution in military affairs.

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(b)(6)

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(b)(6)

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## EDUCATION

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Washington, D.C.

MA in Modern European History, December, 1985. Ph.D. candidate, Fellow and Lecturer/Teaching Assistant in Modern European History, specializing in Central European Diplomatic History. Research Assistant to Dr. Wolfram Fischer, Freie Universität Berlin, in German Economic History.

University of Exeter, UK. Continued Georgetown MA studies, qualified for additional MA in English

History and Literature 1985-86. (Called to active duty US Army)

**BSFS**, awarded in May 1984. Concentration in International Relations and European Diplomatic History and Diplomacy. **Certificate in German Studies**, School of Foreign Service Studied at Universität Trier, Germany, 1982-83.

#### HIGHLIGHTS OF WRITINGS

##### **Books:**

McCall, James, The General. A Biography of Andrew Jackson Goodpaster (in progress)

Bush, George, and Scowcroft, Brent, A World Transformed. (New York, Knopf, 1998) Collaborated. Also audio version and forward to the German edition.

Nitze, Paul H., Tension between Opposites. (New York, Scribners, 1993) Researched, co-authored and edited.

Smith, Hedrick, The Media and the Gulf War, the Press and Democracy in Wartime. (Washington, D.C., Seven Locks, 1992) Researched, collected materials, edited.

**Articles: (selected collaborations. Over 50 articles, speeches, presentations, and papers.)**

Nitze, Paul H., and McCall, J.H., "Breton Woods, Prosperity, and Security," in The Breton Wood-Galt System. Ed. Orin Kirshner, (Armonk, NY, 1995)

Nitze, Paul H., and McCall, J.H., "Contemporary Deterrence and Precision Guided Weapons," in Post Cold War Deterrence Study, (Washington DC, National Research Council, 1995)

Nitze, Paul H. "Is It Time to Junk Our Nukes?" **Washington Post**, January 16, 1994, p. C1 (*Outlook*) Also appeared in **Proceedings**, May, 1994.

\_\_\_\_\_. "Grand Strategy Then and Now: NSC-68 and Its Lessons for the Future," **Strategic Review**, Vol XXII, No. 1, Winter 1994.

## Brian V. McCormack

(b)(6)

### Professional Experience

- March 2005 – Present  
**Department of Defense – Defense Fellow**
- Currently serving as a Special Assistant to the Under Secretary of Defense for Acquisition, Technology and Logistics.
  - Responsible for managing special initiatives and duties as assigned.
- December 2004 – February 2005  
**Presidential Inaugural Committee – Liaison, Associate Director**
- Managed a staff of fifteen charged with designing and executing an outreach plan for Congress, the Diplomatic Corps and Administration wide political appointees below Cabinet level rank.
- July 2004 – November 2004  
**Republican National Committee Victory 04 - Operations Manager**
- Managed a staff of twenty charged with creating and supporting events featuring Vice President Cheney, Congressional and local Republican candidates.
  - Directed effort to maximize campaign's exposure while simultaneously gathering voter information for the Get-Out-The-Vote effort.
  - Managed a budget of \$3.4 million for fifty-three TV quality events across the country.
  - Liaised with a variety of organizations to ensure that events were successful and FEC compliant.
- June 2003 – June 2004  
**Presidential Envoy L. Paul Bremer III – Special Assistant**
- Directed day-to-day operations and managed long term strategic planning for the Ambassador in Baghdad, Iraq.
  - Supervised the progress and efforts of senior level U.S. Government, Iraqi officials, foreign diplomats and U.S. military.
  - Directed the public announcement of the Transfer of Authority in June 2004; the public announcement of the new Iraqi Government in May 2004; and the visit of President Bush for Thanksgiving 2003.
  - Traveled throughout the Middle East and worked closely with allies and Coalition Partners.

- November 2000 – **Vice President Dick Cheney – Personal Aide**  
May 2003
- Accompanied the Vice President on all official, political and international business.
  - Ensured consistency throughout the Vice President's day and anticipated and addressed issues before they became problems.
  - Served as a liaison between the Vice President and staff throughout all levels of government.
  - Responsible for coordinating and disseminating sensitive information.
- June 2000 – **Idaho Republican Party – Executive Director**  
November 2000
- Responsible for all political and fundraising activities.
  - Efforts resulted in a net gain in the Idaho Legislature.
  - Coordinated all Bush-Cheney 2000 activities in state.

### Education

- September 1993 -- **Boise State University; B.A. Criminal Justice Administration**  
May 1996
- August 1991 – **New Mexico Military Institute; A.A. General Studies**  
May 1993

**WORK EXPERIENCE:**

**The White House Gift Office – Deputy Associate Director, May 2006-Present**

- Receive and approve gifts for the President and Mrs. Bush by general public, heads of state, VIP's, and personal friends
- Assist with and direct volunteers and approvals throughout the week
- Plan and organize initiatives to respond more efficiently to the American people on behalf of the President and First Lady
- Work with U.S. Department of State and National Security Council to obtain proper protocol information for foreign gifts
- Research Presidential events and speeches to ensure the accuracy of written communication between the White House, American citizens and people around the world
- Collaborate with other offices within the White House and Agencies within the Executive Office of the President including U.S. State Department and National Archives to develop appropriate acknowledgments for gifts and to preserve artifacts for the future Presidential library

**The White House Gift Office & The Office of Presidential Messages - Intern, January-June 2005**

- Answered public inquiries regarding the status of gifts and Presidential messages requests sent to the White House
- Assisted staff members with various administrative work such as data entry, filing, addressing, planning, and organizing
- Worked with various Departments and Agencies to follow-up with protocol and correspondence inquiries
- Hand-delivered Presidential messages and letters to the West Wing for approval and signature
- Volunteered in other White House offices including Students Correspondence, Comment Line, and Mail Analysis
- Maintained a good networking relationship with White House peers and staff members

**S.H. Bell Company – Intern, July-August 2005**

- Assisted staff members in general facility clerical work including learning to write and process Bills of Lading

**EDUCATION:**

**Malone College, August 2002-May 2006**

B.A. in Political Science, with a minor in Journalism, GPA 3.0/4.0

**HONORS:**

- Cum Laude Magna Cum Laude
- Dean's List 2002-2006
- Alpha Alpha Omicron

**ACTIVITIES and LEADERSHIP**

- **Everyone Wins**, August 2006-Present
- Mentor at Stephens Elementary in Washington D.C., reading to children and tutoring in math and spelling
- **Republican National Committee**, July 2001
- **Volunteered with Bush-Cheney 2004 and for the 2006 Elections** assisting with phone banks, door-to-door campaigning, and voter registration in Columbus and Stark County, OH
- **Habitat for Humanity**, August 2002-May 2006
- Volunteered to help build market in Canton, OH
- **Model United Nations**, April 2003- April 2006
- Acted as a member state and volunteered in state-wide Model UN conference
- **Teen World Bible Camp**, July 1997-July 2005
- Led other counselors, counselor for elementary and junior high school camps, taught Bible class, and wrote young personal devotions
- **Assistant for Bush**, August-November 2004
- **Board member**- assisted with campaign headquarters in Stark County, OH
- **College Republicans**, December 2002-November 2004
- Organized meetings and volunteers for the local elections, set up speaker events
- **Student Activities Council**, August 2002-May 2003
- Planned and scheduled events for the student body

# Maggie McCoy

(b)(6)

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## OBJECTIVE:

Prepared to make valuable contributions in the area of political science, communication, and in the office of Presidential Correspondence including receiving, responding to, and processing all correspondence addressed to President George W. Bush. Future goal of attending Law School.

## QUALIFICATION SUMMARY:

- Confident in the knowledge of Political Science
- Experience in working with individuals and groups
- Willing to learn and adapt to new situations
- Strong written and verbal communication skills
- Computer proficiency with Intranet Quorum (IQ), Microsoft Word, PowerPoint, and internet project research
- Problem solving skills
- Competent decision making skills
- Consistently earned excellent evaluations
- Excellent organizational abilities
- Passionate about serving the American people
- Reliable work ethic
- Flexible but goal-oriented personality

## INTERNSHIP:

White House Office of Presidential Correspondence

Washington, D.C.

- 2005
- Earned an excellent evaluation letter from supervisor upon the completion of the internship
  - Concluded a successful internship in the Gifts Office which involved researching, appraising, and processing gifts and donors of the President's and First Ladies' gifts into the Presidential Correspondence system, other types of data entry and administrative work such as filing, addressing, planning, organizing, and interacting with the public on behalf of the White House
  - Interacted with each staff member to learn what their job entailed, volunteered in other offices within Presidential Correspondence including Students Correspondence, Messages and Proclamations, and Mail Analysis
  - Worked to ensure the efficiency and accuracy of written communication between the White House, American citizens and the people around the world on a range of issues and circumstances
  - Learned professional, political, and administrative skills

S.H. Bell Company

East Liverpool, OH

2005

- Assisted staff members in general facility clerical work including learning to write and process Bills of Laden

## EDUCATION:

Malone College

Bachelor of Arts in Political Science

GPA: 3.6143, Overall GPA: 3.8452

Minor: Communication Arts

Canton, OH

Graduated with 124.5 credit hours

## HONORS:

- Member of Alpha Alpha Omicron, Malone College's Pi Sigma Alpha chapter, the national political science honor society.
- Ranked in the top third graduating class
- Dean's list 2002-2006

## ACTIVITIES:

- Student Activities Council
- Habitat for Humanity
- Chair of Students for Bush, Malone Chapter
- College Republicans
- Helping Hands
- Ohio Roundtable
- Republican National Committee 2003-2006
- Teen World Bible Camp Adult Counselor (10 years)
- Bible Quiz Fellowship Table Official (3 years)
- Model UN (3 years)
- Backyard Bible School for Inner-City Kansas City Youth
- Volunteer in the Presidential Inauguration 2005
- Volunteer in the White House Easter Egg Roll 2005

## PROFESSIONAL DEVELOPMENT:

- Gap Leadership Two-Day Conference
- God's Mountain Five-Day Leadership Camp
- YEA 4-Day Leadership Conference (3 years)
- Teen World Leadership Training (4 years)

## EMPLOYMENT:

- Brusters Ice Cream Crew Leader: Sales experience, crew leading 15-20 people, and public interaction
- Honey Bee Tan Sales Associate and Technologist: Certified technologist, administrative work, and sales

# BRIAN E. MCDONALD



## PROF.

- A confident decision maker with Federal government, military, and private sector experience
- Top performer with ability to analyze complex, emergent situations and devise workable solutions
- Strong leadership skills with commitment to teamwork and superior individual performance

## EDUCATION

### Deputy Director, Office of Cabinet Liaison

*Executive Office of the President, White House, Washington, D.C., 2003-present*

- Deputy liaison between White House, Cabinet and Agency Principals and Departments
- Prepare briefing documents and weekly reports for the President and Senior Staff
- Coordinate President's Cabinet meetings, and White House of events and events
- Coordinate inter-agency communications and messaging on presidential priorities (e.g. War on Terror, Medicare, Afghanistan reform), track legislative developments, media reporting, and research
- Supervise staff and office operations to ensure consistent communication and information flow among White House offices and all Federal agencies

### Director of Special Projects and Policy, Office of Presidential Correspondence

*Executive Office of the President, White House, Washington, D.C., 2003-2005*

- Principal policy advisor to Director of Presidential Correspondence and Manager of the President's electronic, institutional communications
- Implemented Presidential web chat program, White House direct-line program
- Performed extensive policy, legislative and media analysis and brief, monitoring and online response and for effective, personalized communication efforts
- Created the White House Correspondence Unit responsible for oversight and management of numerous special projects at various office appointments

### Columnist/Article Editor, Tyler Morning Telegraph

*F.B. Baker Publishing Co., Tyler, Texas, 2003-2005*

- Analyze editorial requirements for managing, website content, design, and distribution
- Managed staff of two online-only editors of a weekend newspaper website and story production with web content
- Interviewed, hired, and trained employees, as well as managed performance evaluations
- Write copy and headlines, original approach to increase readership and revenue
- 2005 *Journalism Press Managing Editor* - Award for Excellence in online media

### Sergeant Major, Special Operations Trauma Medic

*USSS Navy, Coronado, California, 1993-1995*

- Trained as all areas of special operations for Navy SEALs Warfare
- Primary position duties included Special Operations Trauma Medic and Intelligence representative
- Supervised medical readiness and direct care of patients and equipment for hazardous and complex special operations
- Planned, prepared, and presented mission briefings, intelligence analysis, and contingency assessments and analysis
- Trained and advised foreign Internal Defense and host nation militaries in special operations

## EDUCATION

University of Texas, Tyler, Texas

B.A. in Political Science, 2002

- Graduated magna cum laude
- GPA 3.85

Tyler Jr. College, Tyler, Texas

B.A. in Government, 2003

- Member Phi Kappa Phi
- GPA 3.5

# COLLIN McMAHON

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(b)(6)

*"Never shall I fail my comrades. I will always keep myself mentally alert, physically strong and morally straight and I will shoulder more than my fair share of the task whatever it may be, one hundred percent and then some."*

*United States Army Ranger Creed*

## QUALIFICATIONS PROFILE

- ◆ Experienced proven combat leader and passionate advocate of issues facing veterans and military families.
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## PROFESSIONAL EXPERIENCE

OBAMA FOR AMERICA/VIRGINIA CAMPAIGN FOR CHANGE - Richmond, VA

2008

### **Veterans and Military Families Director**

*Directed the Obama for America/Campaign for Change's efforts to convey its message and vision for veteran's affairs and solicit the support of Virginia's 1.1 million veterans and the more than 1 million military family members living in Virginia.*

Provided guidance to more than 3600 Virginia veterans and military family members who volunteered for the campaign.

#### *Key Achievements:*

- ◆ Developed a statewide program at each of the 45 campaign offices, which was designed to gather veterans and military family members in order to solicit the support of other veterans.
- ◆ Communicated weekly, via e-mail, to over 5000 veterans and military families in order to inform them of the past week's progress and the upcoming events throughout Virginia.
- ◆ More Virginia veterans and military family members voted for the democratic presidential nominee than any other since 1964, thus contributing to Virginia's electorate voting for the democratic presidential nominee, which had not been achieved in 44 years.

SEA ISLAND GOLF CLUB - Saint Simons Island, GA

2006 to 2018

### **Assistant Golf Professional**

*Served as Assistant Golf Professional for prestigious 5-star resort: home to North America's top rated golf resort.*

Provided education to players of all skill levels. Trained all staff on operations and protocols, along with utilization of a new computer system. Fully accountable for golf club's three year master schedule, comprised of five golf courses, a learning center, corporate events, group clinics, and course closings for maintenance.

#### *Key Achievements:*

- ◆ Planned and operated the 2007 United States Golf Association's Senior Women's Amateur Championship, ensuring resort and courses received notable exposure and praise.
- ◆ Instrumental in implementation of seminar series designed at developing new golf professional skills in areas of budgeting, marketing, teaching, and mentoring.
- ◆ Developed a nationwide recognized junior golf program that produced a 100% increase in enrollment each of the next two years.

*continued...*

# COLLIN MCMAHON

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- Page Two -

UNITED STATES ARMY RANGER - Savannah, GA

1998 to 2006

## **Special Operations Non-Commissioned Officer**

As platoon sergeant, managed and planned the training of 35 highly trained special operations professionals. Conducted and supervised the execution of counterterrorism operations in Iraq and Afghanistan during multiple deployments to both areas of operation. Developed target analysis of terrorist training camps and recommended to senior officers how to best allocate and utilize resources in support of combat operations.

### *Key Achievements:*

- ◆ Selected to serve as sole American Special Operation's liaison to British Special Operations unit during operations in Iraq.
- ◆ Developed and introduced more effective method of communication between cooperating allied special operation units from diverse international locations.
- ◆ Recognized for valor and service on multiple classified missions.

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## **EDUCATIONAL BACKGROUND**

JAMES MADISON UNIVERSITY – Harrisonburg, VA  
**Bachelor of Arts in Political Science (1998)**

**Graduate of United States Army Ranger School**

## **AWARDS & ACKNOWLEDGEMENTS**

- ◆ Draper Army Leadership Award -- Soldier of the Cycle - Advanced Individual Training
- ◆ Commandant's Award -- United States Army Primary Leadership Development Course
- ◆ Distinguished Graduate -- United States Army Basic Non-Commissioned Officer Course
- ◆ Bronze Star Medal; Air Medal; Combat Infantryman Badge; Combat Action Badge; Afghanistan Campaign Medal; Iraq Campaign Medal; Overseas Ribbon; Parachutist Badge; Ranger Tab; Good Conduct Medal, *3<sup>rd</sup> award*; Army Commendation Medal with 3 bronze oak leaf clusters; Army Achievement Medal with 4 bronze oak leaf clusters; Global War of Terrorism Expeditionary; Global War on Terror Service; National Defense Service Medal; Army Service Ribbon
- ◆ Selected to participate in The Next Generation Veterans for Obama -- group chosen to represent and convey the message of the campaign
- ◆ Chosen to appear on a live television veterans' forum during primetime at the Democratic National Convention
- ◆ Official Gatekeeper of the 2008 Democratic National Convention

# DEWARDRIC L. MCNEAL

## EDUCATION

1997 Morehouse College Atlanta, Georgia

*Bachelor of Arts in International Studies*

Summer 2000 Nanjing University Nanjing, China  
Chinese Language and Culture Program

1998 University of London (SOAS) London, England  
*Chinese Studies Program*

## PROFESSIONAL EXPERIENCE

July 2005-Present, The Brookings Institution Washington, DC  
*Assistant Director, International Program, John L. Thornton China Center*

- Coordinate and work closely with the China Center Director and Brookings-Peking University Center Director on strategic planning for both Centers and oversee the implementation of the annual research, outreach, fundraising, and program agendas
- Cultivate government, think-tank, and foundation relationships/partnerships for the China Center and the Brookings-Peking University Center for Public Policy (BPC)
- Promote the scholarship and research products of the Brookings China Center and the BPC in Asia and the United States
- Work with the Brookings Development staff to create and implement a fundraising and corporate relations strategy for the China Center/BPC
- Work with the Communications staff and international journalists to make sure that Center scholars are highlighted and featured in the major media sources giving expert analysis on the major issues in Asia
- Manage the combined China Center and Brookings-Peking University Center budgets
- Oversee and serve as project manager and primary contact for all for international programs, events and conferences held in Asia
- Manage the Washington and local Chinese staff at the China Center and the BPC

September 2003-July 2005, Youth Chance High School San Francisco, CA  
*Associate Director, Outreach and Development*

- Built partnerships and collaborations with local government, education, and community/youth service organizations in San Francisco
- Assisted Development Director with fundraising strategy and drafting of grant proposals for the schools academic and extracurricular programming
- Briefed the Principal/Executive Director and Board of Directors on federal, state, and local education policies that impacted California charter school funding and curriculum
- Taught Model United Nations, U.S. Civics, and led Youth and Government workshops

(b)(6)

February-August, 2002 Taipei Economic and Cultural Office Los Angeles, CA

***Special Assistant to the Director***

- Wrote policy-related articles for the organization's website and newsletter
- Drafted all English language correspondence from the director and staff to media organizations, universities, non-profit organizations, government agencies, and businesses in the Southwest region
- Served as a member of the organization's public relations team, which planned issues based publicity campaigns highlighting Taiwan's views on Cross-Strait relations between the Republic of China and the People's Republic of China.
- Lobbied U.S. government and non-governmental organizations to support positions that allowed Taiwan to have greater international diplomatic space and that supported Taiwan's 2002 bid to join the World Health Organization.

June-December, 2001 Congressional Research Service Washington, DC

***Foreign Affairs Analyst***

- Researched issues related to U.S.-China economic, political, and cultural affairs
- Provided non-partisan policy analysis to members of the United States Congress
- Cultivated and maintained information networks, individual, and organizational contacts to assist and enhance the quality of my research and analysis for members of Congress and their staff
- Published policy papers and reports for members of Congress
- Briefed Congressional staffers on China related issues important to U.S. national interests
- Participated in various workshops, panels, and conferences related to U.S.-China relations and Northeast Asian affairs

September 2000-June 2001 Yangzhou University Yangzhou, China

***Foreign Instructor***

- Taught various levels of English language comprehension to Chinese adult learners
- Team-taught with Chinese instructor a survey course on comparative China-U.S. history from the years 1960-Present
- Traveled to the Chinese countryside in Jiangsu Province on weekends to teach English language in rural areas and factory schools.
- Met with factory owners and local officials interested in learning more about the United States business community, prospective investors, and markets

**PROFESSIONAL PUBLICATIONS**

Published CRS Report for Congress RL31104 *China's Western Development Campaign* (September 12, 2001)

Published CRS Report for Congress RL31213 *China's Relations with Central Asian States and Problems with Terrorism* (December 17, 2001)

Published an article on behalf of Ambassador Jason Yuan entitled *Transcend Politics in the Interest of Health* carried by the Asia Media Network (May 2002)

McNeal, Dewardrie, L. "A Trouble View of Sina-U.S. Relations from Washington." *Issues and Insights: Building a Stable Northeast Asia: Views from the Next Generation*, (2005) 27-29.

McNeal, Dewardrie L. "Cross-Strait Hold'em: Waiting for the River Card or Going All In?" *Issues and Insights: New Views of Cross-Strait Challenges*, (2006) 41-44.

(b)(6)

## **PROFESSIONAL DEVELOPMENT EXPERIENCES**

*Asia Pacific Leadership Program (APLP):* A signature program of the East-West Center that focuses on leadership and cultural education with special emphasis on the Asia Pacific. The program links advanced and interdisciplinary analysis of emergent regional issues with experiential leadership and cultural training. Fellowship recipients leave the East-West Center with an expanded regional perspective, knowledgeable about the societies and issues of the Asia Pacific region, and trained to exercise leadership and promote cooperation in a variety of cultural, geographical and institutional environments (August 2002-May 2003).

*Institute for International Public Policy Fellowship (IIPP):* Established in 1994 by the U.S. Department of Education and the United Negro College Fund to recruit and train a culturally diverse and language proficient pool of internationalist for the 21<sup>st</sup> Century (June 1998-May 2000).

*International Career Advancement Program (ICAP):* Brings together mid-career professionals with senior government officials, researchers, and scholars for a weeklong program at the Aspen Institute. The Aspen program includes lectures, seminars, discussions and workshops design to explore the international problems and policy issues with which senior officials will have to deal over the next decade (September 10-19, 2004).

*Socrates Society Fellow:* Socrates Society is a forum in which next generation thought-leaders from across the various sectors of society come together in Aspen and in selected cities across the country to explore contemporary leadership issues that evoke conflicting and not easily reconcilable ideas and points of view. Socrates brings together a leadership cadre faced with tackling the global challenges of the 21<sup>st</sup> century. Socrates seminars and salons take up such diverse and important topics as energy security, civil liberties in times of war, bioethical dilemmas, and media and values.

## **COMMUNITY AND CIVIC INVOLVEMENT**

Obama for America Campaign '08, Asia Policy Advisory Committee (outside advisor to campaign)

Kappa Alpha Psi Fraternity, Incorporated, Member

Constituency for Africa (China-Africa Committee), Member

Peace and Conflict Resolution Workgroup/East-West Center, VP of Outreach

Adams' Campaign '06 for Maryland House of Delegates, Campaign Chairman

## **REFERENCES**

Furnished upon request.

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JEFFREY R. MCNICHOLS

## QUALIFICATIONS OVERVIEW

- Military defense policy advisor for House Armed Services Committee member
- Drafted and executed domestic and foreign policy agendas
- Experienced manager and researcher with Congress and the U.S. Navy
- Supervised intelligence watch center during combat operations

## PROFESSIONAL BACKGROUND

### POLICY DEVELOPMENT

#### *Legislative Director and Military Legislative Assistant*

Office of Congressman John Kinne (MN-2), 2006 - Present

- Trained and directed a three-member legislative team during the 110<sup>th</sup> Congress
- Led the legislative team in the development of all policy positions and legislative initiatives while acting as the primary advisor to the Congressman on all legislation regarding defense, foreign affairs, veterans, intelligence, homeland security, and trade issues
- Developed, in coordination with multiple stakeholders, a national combat veteran reintegration program for the National Guard and Reserve Components, drafted legislative language necessary for program implementation through the Defense Authorization bill and coordinated with Senate offices to secure introduction and passage of Senate companion legislation
- Organized, completed, and submitted Defense Appropriations and Authorization Member Projects that resulted in seventeen Minnesota projects receiving \$60.9 million in appropriations funding
- Drafted numerous issue papers, policy memoranda, newspaper op-eds, and press releases for the Congressman

### RESEARCH AND ANALYSIS

#### *Political-Military Intelligence Analyst*

Joint Analysis Center, U.S. European Command, 2002 - 2004

- Researched and drafted analytical articles and memoranda on Russian foreign policy issues for national and U.S. European Command officials
- Selected as the sole U.S. European Command intelligence analyst covering two volatile military issues in Belarus, Moldova, and Ukraine
- Created briefings and joint papers for senior U.S. European Command officials

#### *Intelligence Liaison Officer*

- Provided time-sensitive intelligence to peacekeepers from the Economic Community of West African States (ECOWAS) in Monrovia, Liberia
- ECOWAS observer on diplomatic mission to meet combatants and U.S. reconnaissance missions in the Liberian countryside
- Implemented turn-over of intelligence operations on United Nations forces following successful completion of U.S. mission

***Human Intelligence Collection Manager***

- Trained and supervised a six-member team during 24/7 wartime operations
- Managed production of over 200 human intelligence collection requirements for the U.S. European Command
- Developed web-based submission tool and production methods that increased intelligence report production by 25%

***Assistant Strike Operations Officer***

USS Enterprise, 2001 – 2002

- Coordinated input from six departments to create Commanding Officer's daily report of ship and air wing readiness levels to national and fleet-level officials
- Staff project officer for web-based readiness reporting system that contributed to accelerated fleet introduction

***Battle Group Intelligence Officer***

- Selected by battle group intelligence officer to lead five-member intelligence watch center; became the only non-intelligence designated officer to stand an intelligence watch.
- Provided ship's command center and admiral's staff with indications, warning, and targeting information during strikes against Afghanistan

**EDUCATION AND TRAINING**

***Master of Arts – National Security Affairs***

Naval Postgraduate School, Monterey, CA

Concentration in European and Russian regional studies; graduated with Distinction in July 2000 following completion of graduate thesis, *The Visible Hand: The Government-Industrial Relationship and Its Effects on Transatlantic Arms Cooperation*. GPA: 3.96/4.00

***Bachelor of Science – Political Science***

U.S. Naval Academy, Annapolis, MD

Graduated with Honors in May 1999 following completion of undergraduate thesis, *The Effects of European Arms Industry Restructuring on Transatlantic Interoperability*. GPA: 3.36/4.00

***Naval Intelligence Officer Basic Course***

Graduated in June 2002 following completion of the U.S. Navy's five-month intelligence program; awarded the Distinguished Graduate Award by the Naval Intelligence Professionals association.

CHRISTOPHER J. MEYER

(b)(6)

<b>EDUCATION</b> 2006-2008	<b>HARVARD UNIVERSITY, John F. Kennedy School of Government</b> <b>Master of Public Policy Candidate, May 2008</b> <ul style="list-style-type: none"><li>▪ <i>Edith Stokey Public Service Fellow</i> – full-tuition merit scholarship and stipend for “commitment to public service and demonstration of extraordinary leadership potential”</li><li>▪ Concentrations: Health Care Policy, Political Advocacy and Leadership</li><li>▪ Co-Chair, Elective Politics Professional Interest Council; Co-Chair, Republican Caucus; Senior Editor, <i>Kennedy School Review</i>; Event Coordinator, <i>Center for Public Leadership</i></li><li>▪ Researcher, 2008 America’s Best Leaders Project, <i>U.S. News &amp; World Report</i></li><li>▪ Course Assistant, Professor David Cergen’s “Becoming a Leader”</li></ul>	Cambridge, MA
2000-2004	<b>TULANE UNIVERSITY</b> <b>Bachelor of Arts, Phi Beta Kappa, <i>Somma Cum Laude</i> with Honors, May 2004</b> <ul style="list-style-type: none"><li>▪ Majors: Political Science (International Relations), Political Economy (Law, Economics, Policy); Minor: Philosophy</li><li>▪ Honors Thesis: <i>Constitutional Issues of Sectarian Voucher Programs</i></li></ul>	New Orleans, LA
<b>EXPERIENCE</b> May 2008-Present	<b>HERITAGE FOUNDATION, <i>Health Policy Fellow</i></b> <ul style="list-style-type: none"><li>▪ Collaborate with policy experts to research and write articles and memos that promote market-based health care reform</li></ul>	Washington, DC
September 2007-March 2008	<b>ROMNEY FOR PRESIDENT, INC., <i>Policy Intern</i></b> <ul style="list-style-type: none"><li>▪ Prepared analytical research for health and education policy advisors</li><li>▪ Developed policy briefings for governor and campaign surrogates</li><li>▪ Authored press releases and briefing memos for senior staff including influential crime stats</li></ul>	Boston, MA
2004-2007	<b>GOVERNOR BOBBY JINDAL, <i>Policy Coordinator</i></b> <ul style="list-style-type: none"><li>▪ Developed policy position papers, message and legislative proposals, including health care and education reform, for 2007 gubernatorial campaign and previous congressional races</li><li>▪ Co-author, “Faking a Patient-Centered Approach Toward Health Care Reform,” accepted for publication in <i>Harvard Law Review</i></li></ul>	New Orleans, LA
2004-Present	<b>SUPERIOR VALET COMPANY, L.L.C., <i>Owner and Managing Partner</i></b> <ul style="list-style-type: none"><li>▪ Started business and grew it to city’s largest valet company with 20 employees</li></ul>	Shreveport, LA
Summer 2007	<b>OFFICE OF THE MAYOR, CITY OF NEW YORK, <i>Graduate Intern</i></b> <ul style="list-style-type: none"><li>▪ Assessed and briefed agency commissioners on NYC’s emergency preparedness including terrorist attacks and other civil emergencies</li><li>▪ Monitored city’s continuing response to World Trade Center health concerns</li><li>▪ Represented city before FCC’s Commercial Mobile Service Alert Advisory Committee</li><li>▪ Created metrics and implementation plan for mayor’s citywide agency recycling initiative</li><li>▪ Prepared drafts of NYC’s Emergency Alert Warning System, Mayor’s Office Continuity of Operations, and Emergency Public Communication Transformation Project plans</li></ul>	New York, NY
February-August 2006	<b>TEACH FOR AMERICA SUMMER INSTITUTE, <i>School Director</i></b> <ul style="list-style-type: none"><li>▪ Served as Principal of West Briar Middle School</li><li>▪ Coordinated instruction of 400 students, with only 2 years of classroom experience (position usually requires at least 3 years of teaching)</li><li>▪ Managed curriculum specialist, 4 corps member advisors, and 20 faculty advisors in the training of 10 incoming TEA corps members</li><li>▪ Collected and analyzed student and corps member data to structure curriculum and adjust</li></ul>	Houston, TX

- programs at school site
  - Achieved significant gains: 91% of all students passed high-stakes TAKS test
- June 2004-June 2006     **TEACH FOR AMERICA GREATER NEW ORLEANS, *Teacher***     New Orleans, LA
- Member of selective national service corps of outstanding college graduates who commit two years to teach in urban and rural low-income communities and become life-long leaders in pursuit of expanding educational opportunities
  - Instructed students in Honors, Advanced Placement, and General Civics, Economics, and U.S. and World History courses at John McDonogh H.S. (2004-05) and following Hurricane Katrina, East St. John H.S. (J Laface, LA, 2005-06)
  - Motivated students to achieve significant academic gains: 100% of students mastered over 80% of content standards and passed social studies portion of high stakes LA CFE exam
  - Coached Boys' Varsity and Junior Varsity Basketball Teams at John McDonogh H.S.
  - Led TFA Social Studies Learning Team - monthly content and professional development seminar for corps members
  - Implemented after-school tutoring and family advocacy program to increase student achievement
  - Certified as Highly Qualified Teacher in all social studies area content under No Child Left Behind Act; engaged in over 200 hours of professional development opportunities
- Summer 2005     **THE WHITE HOUSE, *Summer Staff Assistant***     Washington, DC
- Drafted and edited language for Presidential Messages, Addresses, and Proclamations
  - Conducted vetting research in coordination with Public and Legislative Liaison Offices
- LEADERSHIP**     **BRING NEW ORLEANS BACK EDUCATION COMMITTEE, *Volunteer***     New Orleans, LA  
November 2005-  
August 2006
- Developed long-term plans for reform and reorganization of Orleans Parish schools in wake of Hurricane Katrina
  - Participated in public meetings of national experts and community stakeholders
- 2002-2004     **LOUISIANA FEDERATION OF COLLEGE REPUBLICANS, *Chairman***     New Orleans, LA
- Quadrupled state-wide membership from 800 members at 7 colleges and universities to 3500 members at 14 schools
  - Coordinated largest statewide grassroots campaign during 2003 gubernatorial election lasting 72 hours and involving over 3000 volunteers
- Summer 2004     **REPUBLICAN NATIONAL CONVENTION, *Louisiana Delegate***     New York, NY
- Elected as youngest delegate in state's history; served as delegation's Media Representative
  - Spoke on closing educational achievement gap during prime time following Secretary of Education Rod Paige's address
- 2000-2004     **TULANE UNIVERSITY HONOR BOARD, *President***     New Orleans, LA
- Adjudicated cases of alleged academic violations of university Honor Code, recommended penalties to dean, advised accused students, and selected faculty and student Board members
- HONORS**
- Teacher of the Month**, East St. John High School, 2006  
**Trojan Outstanding Teaching Award**, John McDonogh Senior High School, 2005  
**Pi Sigma Alpha Award in Political Science** for "stimulating scholarship and intelligent interest in the study of government," Tulane University, 2004  
**Tulane University Crest Leadership Award** for extraordinary service to Tulane community, 2004  
**Young America's Foundation "Club 100" Conservative Activist of the Year**, 2004  
**Janus Society Award** for "scholarship, leadership, honor, service, and commitment to Tulane College," 2004  
**Tulane University Legislative Scholarship**, merit-based, full-tuition scholarship, 2001-04

# WHITNEY J. MEYERS

(b)(6)

## PROFESSIONAL EXPERIENCE

**The White House, Washington, D.C.** September 2006–Present  
Office of Presidential Correspondence

*Deputy Associate Director*

- Directs the processing of public e-mails for President Bush and staff
- Track emerging issues and consult with the Office of Strategic Initiatives on policy responses
- Manage volunteers/staff and issue daily assignments
- Compile weekly issue reports that are distributed to senior staff
- Troubleshoot technical issues, successfully reconfiguring and streamlining entire "Public Comments" account

*Correspondence Analyst* May 2006–September 2006

- Managed daily operation of the White House public fax line, assigned executive responses, and forwarded correspondence to appropriate staff
- Collaborated with writers and support staff in the preparation and production of Presidential and policy form letters
- Researched and verified information of correspondence

**The Law Office of Paula M. Powers, Springfield, OH** September 2004–May 2005

*Intern*

- Drafted legal documents: health care directives, estate planning, and bankruptcies
- Updated and maintained client database and managed records
- Provided administrative support for the office manager

**Office of U.S. Congressman Dave Hobson (OH-7), Washington, D.C.** July 2004–August 2004

*Intern*

- Analyzed constituent correspondence and responded
- Updated and maintained constituent database
- Provided administrative support for the Chief of Staff and Legislative Assistants

**The White House, Washington, D.C.** Fall 2003

Office of Presidential Correspondence—Gift Office

*Intern*

- Researched and wrote highly-detailed reports, determining value of gifts received by the First Family and members of the White House staff
- Assisted in updating two-year backlog of White House gifts
- Maintained records of First Family and White House staff gifts

## EDUCATION

**Wittenberg University, Springfield, OH** Degree Received: May 2005

Bachelor of Arts: Political Science

Minors: Business Management; East Asian Studies; Music

**Beijing Foreign Studies University, Beijing, China** January–May 2004

Studied Mandarin Chinese, Business, and Anthropology as Freeman Foundation grant recipient.

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## LANGUAGE

**Mandarin Chinese**

- Listening and Speaking: Elementary Level
- Reading and Writing: Elementary Level
- USDA Graduate School, 2006 — Mandarin Chinese: Introductory Level II

## ACTIVITIES & SKILLS

- Initiated and organizes a women's Bible study group
- Rick Santorum (R - PA), 2006—Volunteer, 96-hour trip
- Republican National Committee, 2005—Fundraiser
- Bush/Cheney '04, 2003–04—Volunteer
- Phi Sigma Alpha (political science honorary society)
- Significant experience using Microsoft Office products

**EDUCATION****George Washington University, Washington, DC****The Elliot School of International Affairs, 2008 GPA 3.6**

Major: International Affairs. Discipline: International Development

Minor: Sociocultural Anthropology

**Cuyahoga Community College, Cleveland, OH**

Associates Degree May 2006, GPA 4.0

**The Institute for International Cooperation and Development**

December-May 2003

**WORK EXPERIENCE***Executive Office of the President**Office of Presidential Personnel**Priority Placement Associate**June 2009-present*

Assistant to Director of Priority Placement. Manage data and tracking of Presidential Appointment Candidates. Contribute to the selection of Candidates for Presidential Appointment. Attend meetings with constituency groups. Vetting.

*Jim Martin for U.S. Senate, Atlanta, GA**Nov. 2008- Dec. 2008**Chief Volunteer Coordinator, State of Georgia**Manager, Out of State Recruitment*

Oversaw ground operations for the Out of State Volunteer program. Recruited volunteers from across the United States to travel and assist with the run-off election through new media and contact outreach. Compiled and managed data for over 200 volunteers in votebuilder database. Directed volunteer coordinators across 16 regions.

*Obama for America, Ohio Campaign for Change, Springfield, OH**Aug. 2008-Nov. 2008**Volunteer Coordinator*

Managed volunteer efforts across 6 counties in Southwestern Ohio. Facilitated communication between field organizers while implementing effective strategies in volunteer recruitment and retention. Built relationships in the community which resulted in opportunities for continued outreach. Managed regional office set up and a staff of office volunteers. Assisted Regional Field Directors with administrative tasks.

*The George Washington University, Washington D.C.**Jun. 2008-May 2008**Anthropological Research Assistant*

Assistant researcher to Dr. Patricia Kelly, assistant professor of anthropology and author of *Lydia's Open Door: Inside Mexico's Most Modern Brothel*. Performed research for future publication on topics of suicide, migration, tourism, human trafficking. Compiled articles and research for courses on gender and inequality.

*International Women's Democracy Center, Washington D.C.**Aug. 2007-Jun 2008**Program Intern*

Expanded development and fundraising initiatives. Specialized in producing executive summaries, letters of inquiry, and full grant proposals to gain financial support for projects operating in Israel, Palestine, and Botswana. Initiated and maintained partnerships with corporations and local businesses in order to host fundraising events.

*Ajuda de Desenvolvimento de Povo para Povo, Mozambique, Denmark**Dec. 2003 – Aug. 2004**Development Instructor*

Taught English, rural health, nutrition and computer literacy at ADPP's Macuse Teacher Training College. Conducted training seminars for local staff and students covering topics such as HIV/AIDS education and

human rights. Researched and helped author annual report describing project activities for the fiscal year. Served as a general assistant for the director of an orphanage. Organized and mobilized community initiatives such as adult outreach literacy program in coordination with other NGOs. Recruited and trained volunteers.

**RELEVANT COURSEWORK**

Development Anthropology, Human Rights and Ethics, Human Rights Advocacy, International Economics, Economics of Development, Research Methods (Sociology), Modern Standard Arabic I-VI.

**SKILLS**

(b)(6) Familiarity with MS Office applications, including word processing, spreadsheet applications, Outlook and PowerPoint. Trained in grant seeking and grant writing. Voter Activation Network. Ability to perform administrative functions.

**REFERENCES**

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# Amy K. Mitchell

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## EXPERIENCE

### Managing Editor

**The American Spectator**, Washington, D.C.

August 2004-Current

- Oversee and direct Washington, D.C.-based national, monthly magazine to ensure timeliness, accuracy with strong editorial and creative content.
- Lead technological developments for the magazine's website, Spectator.org, by expanding its capabilities to include a digital magazine, e-newsletters, weblog (blog), and design overlay.
- Manage circulation and direct mail efforts, subscriber services, writers and scheduling, national sales and promotional distribution of magazine, oversee a budget of \$1.5 million.
- Coordinate events for *The American Spectator* including its annual dinner, monthly "off-the-record" dinners, and other company-related functions.

### Deputy Director of Communications, 2004 G8 Summit (1-year contract)

**U.S. Department of State**, Washington, D.C.

September 2003-August 2004

- Responsible for overall image of the 2004 G8 Summit hosted by President George W. Bush.
- Directly accountable for logo authority and usage, graphic and editorial direction of all Summit-related publications and products (including main website, monthly newsletter to Georgia residents, delegate briefing materials, signs, branding of official Summit vehicles, security credentials, and promotional and commemorative products).
- Act as liaison with federal agencies including the White House, the U.S. Secret Service, the U.S. Postal Service, the Bureau of Printing and Engraving, and the U.S. Mint in preparation for the Sea Island Summit.
- Duties included budget management of \$350,000, staff and contract supervision, material development, writing and copy-editing, product selection, and gift solicitation.

### Manager of Book Promotions

**Cato Institute**, Washington, D.C.

May 2002-September 2003

- Created "Best Seller" contender with Cato's pocket edition of "The Declaration of Independence and Constitution of the United States," selling over 165,000 copies sold in one-year yielding revenue of \$250,000. New outlets included Restoration Hardware.
- Managed Cato's publications programs including marketing, sales, publicity and media outreach, advertising direction and development of new in-house strategies to create additional media share for the Institute.
- Responsibilities included writing of press releases, website development (including online store front for all Cato books and products), and direct mail initiatives.

## PREVIOUS EXPERIENCE

- Editor in Chief/Associate Editor, *U.S. Congress Handbook/Campaigns & Elections*; Washington, D.C.
- Marketing Manager, National Book Network; Washington, D.C.
- Editorial Assistant, Perseus Books Group (Counterpoint Press); Washington, D.C.
- Publishing Assistant, Batsford Brassey, Inc.; Washington, D.C.

## EDUCATION

University of California at Santa Barbara  
Bachelor of Arts, Religious Studies: 1998

## SKILLS/OTHER

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Mentor: University of California D.C. (UCDC Program), The Fund for American Studies  
Computer Skills: MS Office; Proficient in Photoshop and Mac Applications

**MICHAEL H. MORBS**  
**Political Resume**

A consultant to OUSD(P) since November 2001. Mr. Morbs is a member of the Policy Advisory Group, serving as Policy Advisor to the Under Secretary for Defense for Policy, Douglas J. Feith. He is also Director of the Detainee Policy Group, which Mr. Feith requested him to form as OSD's focal point for all matters relating to detainees held by the United States in the Global War on Terrorism.

From January 1982 until December 1985, Mr. Morbs served as the Secretary of Defense Representative to the Strategic Arms Reduction Talks for Secretary Caspar Weinberger and Assistant Secretary (ISP) Richard Perle (Grade: SL5-39).

In December 1985 President Ronald Reagan appointed Mr. Morbs as Assistant Director (Strategic Programs) of the US Arms Control and Disarmament Agency, following Senate confirmation (Grade: PAS EL IV). In that position Mr. Morbs was responsible for ballistic missile defense matters, Anti-Ballistic Missile Treaty issues and intermediate range nuclear force negotiations, as well as strategic arms negotiations with the Soviet Union. He was an early advocate of US withdrawal from the ABM Treaty after discovery in the 1980's of a large Soviet radar built in violation of the Treaty. At ACDA Mr. Morbs also opposed efforts by the Senate's Democratic leadership to impose on the United States restrictive interpretations of the ABM Treaty that would have reduced US ability to develop ABM defenses.

After returning to the private sector in 1987, Mr. Morbs assisted with *pro bono* legal services during the founding of the Center for Security Policy in Washington, DC, and served for many years on the Center's Board of Advisors. During the late 1980s, when the proposed Intermediate-Range Nuclear Force (INF) Treaty was under consideration by the Senate, Mr. Morbs joined Richard Perle, Douglas Feith and other former national security officials to write a critical, article-by-article analysis of the draft Treaty. Part of the analysis prepared by Mr. Morbs explained why, under US law, the President was the sole authority to determine whether the United States is a party, subject only to review by a court. This discussion responded to efforts by Senate Democrats to impose on the President unilateral interpretations of the INF Treaty found in neither its text nor its negotiating record.

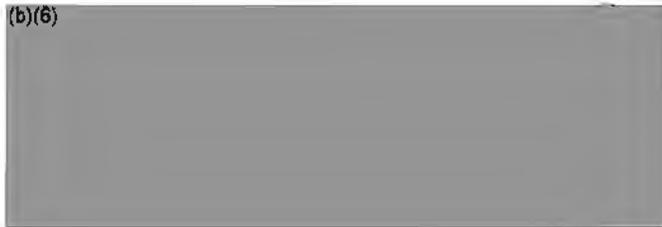
An attorney by profession, Mr. Morbs has had over twenty years of experience in the private law practice concentrating in international commercial transactions and corporate matters. His geographic specialty is Russia and the former Soviet Union. He has had long experience living and working in Russia and Eastern Europe and has served as the managing partner in the Moscow and Budapest offices of several major US law firms. He is fluent in Russian.

Mr. Morbs is a graduate of Yale University, where he received a BA (summa cum laude) with exceptional distinction in Russian Studies. He holds a JD from the University of Chicago Law School. He has published numerous articles on international legal and security issues.

— March 2003

## MICHAEL HALL MOBBS

(b)(6)



### SUMMARY

American lawyer with senior government experience in arms control negotiations and international security policy during Reagan Administration, specialty in US-Russian matters, significant transactional and commercial experience.

Served as Secretary of Defense Representative on US Delegation to Strategic Arms Reduction Talks (START). Appointed by President Reagan as Assistant Director (Strategic Programs), US Arms Control and Disarmament Agency. Was responsible for strategic and intermediate-range nuclear force negotiations, Anti-Ballistic Missile Treaty issues, and Strategic Defense Initiative matters related to missile defense research, development, testing, and command/control/communications.

Specialize in US-Russian transactions. In-depth working and living experience in Russia. Fluent in the Russian language. International and domestic commercial and corporate practice, including acquisitions, mergers, joint ventures, distribution and marketing, securities law, finance, export control, conflict of laws, foreign corrupt practices act, currency control, international tax planning and cross-border investment issues.

Industry experience in telecommunications, steel and bearing production, consumer goods, food and tobacco, pharmaceutical manufacturing and distribution, defense industry, missile fuel and rocket motor production and conversion.

Management experience in government and law practice. Substantial commercial work in Western and Eastern Europe. Published on various international business issues.

### EDUCATION

1974 J.D. (Mandel Legal Aid Clinic) University of Chicago Law School

1971 B.A. (summa cum laude, Phi Beta Kappa, Honors with Exceptional Distinction in Russian Studies) Yale University

### ADDITIONAL TRAINING

1969 Certificate of Completion, Russian Language, Literature & History Program (in Russian) University of Leningrad, USSR

**PROFESSIONAL EXPERIENCE**

**May 2001 - Present**                      **Member**  
**January 2001 - May 2001**            **Of Counsel**  
   **Ludwig & Robinson, P.L.L.C.**  
   **Washington, DC**

General corporate practice. Domestic and cross-border commercial transactions. US-Russian trade and investment. Domestic and international litigation. November 2001 to present: policy consultant to the Under Secretary of Defense for Policy.

**September 1998 - December 2000** **Partner**  
   **McDermott, Will & Emery**  
   **Moscow, Russian Federation**

Cross-border investments, international commercial, corporate and securities practice. Managing partner of Moscow office, September 1998 to March 2000.

**January 1994 - August 1998**            **Managing Partner**  
   **Squire, Sanders & Dempsey, L.L.P.**  
   **Moscow, Russian Federation**

Commercial and corporate transactions, cross-border investments, securities. Established and served as managing partner of Moscow office.

**March 1990 - December 1993**        **Partner**  
   **Stroock & Stroock & Lavan**  
   **Washington, DC and Budapest, Hungary**

Commercial transactions, corporate matters and investments in Central Europe. Helped to establish Budapest office and served as co-managing partner in Budapest, 1990-1992.

**June 1987 - February 1990**            **Member**  
   **Feith & Zell, P.C.**  
   **Washington, DC**

International commercial and corporate transactions. Civil litigation. Advice to defense manufacturers on international arms control treaties.

**December 1985 - June 1987**            **Assistant Director for Strategic Programs**  
   **U.S. Arms Control and Disarmament Agency**  
   **Washington, DC**

Appointed by President Reagan, confirmed by U.S. Senate. Policy responsibility for nuclear arms negotiations with Soviet Union. Managed a bureau of approximately 25

professional and technical personnel ranging from foreign service officers to field-grade officers in all branches of military service. Top secret, SCI , and U.S. Department of Energy security clearances.

**January 1982 - December 1985**     **Representative of Secretary of Defense to Strategic Arms Reduction Talks and Nuclear and Space Talks (NST)**

**U.S. Department of Defense  
Geneva, Switzerland and Washington, DC**

Appointed by Secretary of Defense Caspar Weinberger as Defense Department representative to U.S.-Soviet arm control negotiations in Geneva. Liaison with NATO in Brussels. Additional Geneva duties: Special Counsel to Head of U.S. Delegation to NST (Ambassador Max Kampelman), Chairman of U.S.-Soviet Joint Working Group on Confidence-Building Measures. Top secret and SCI security clearances.

**April 1977 - December 1981**     **Associate Attorney  
Stroock & Stroock & Lavan  
Washington, DC**

International commercial and corporate transactions in the United States and Central Europe. U.S.-Soviet trade transactions and consular/estate matters. Civil litigation.

**June 1974 - March 1977**     **Associate Attorney  
Bradley, Arant, Rose & White  
Birmingham, Alabama**

Civil and criminal litigation, trial and appellate.

### **HONORS AND AWARDS**

**1987 Superior Honor Award:** Highest service award conferred by U.S. Arms Control and Disarmament Agency.

**Other:** Various academic awards and scholarships for study abroad.

### **BAR ADMISSIONS**

District of Columbia, Alabama.

### **TRANSACTIONS AND PUBLICATIONS**

See attachments.

## MICHAEL HALL MOBBS

### REPRESENTATIVE TRANSACTIONS AND SENIOR NEGOTIATING EXPERIENCE

- Represented a leading western manufacturer of steel and bearing products in a strategic investment with a Russian industrial partner.  
Russia 1997-2000.
- Represented the Russian Government in a tender for the sale of a strategic stake in the Russian telephone holding company "Svyazinvest."  
Russia 1995. Transaction value: \$3 Billion +.
- Represented Kazakstan State Property Committee in privatizations of two margarine factories and a confectionery factory.  
Kazakstan 1994-95. Transaction value: \$100 Million +.
- Advised and negotiated on behalf of a major U.S. defense company on projects to demilitarize Soviet ballistic missiles and convert their components into commercial products.  
Russia, Ukraine 1992-96. Transaction value: \$40 Million +.
- Represented an international investment fund on various defense conversion projects and equity investments in Russian companies.  
Russia 1994-1999. Combined transaction values: \$25 Million +.
- Represented leading international Scandinavian white goods manufacturer in acquisition of controlling stake in largest Hungarian white goods manufacturer.  
Hungary 1990-91. Transaction value: \$75 Million +.
- As Assistant Director, U.S. Arms Control and Disarmament Agency, formulated U.S. policy on all arms control negotiations involving strategic arms, intermediate-range nuclear forces, and anti-ballistic missile defenses including advanced technologies under the Strategic Defense Initiative. Supervised preparation of instructions for Presidential approval and transmission to U.S. delegations at arms control negotiations with the Soviet Union in Geneva.  
Washington, DC 1985-87.
- As Representative of the U.S. Secretary of Defense on U.S. nuclear arms control delegations, represented Defense Department during inter-agency policy formulation and at negotiations with the Soviet Union. With other delegation members, executed Presidential instructions at negotiations on limiting strategic nuclear offensive arms.  
Geneva, Brussels, Washington, DC 1982-85.

## MICHAEL HALL MOBBS

### PUBLICATIONS

- "Preferences and Problems for Manufacturers Under Russian Law: An Overview," Final Report, Third Annual U.S.-Russian Investment Symposium, John F. Kennedy School of Government, Harvard University (1999)
- "The Current Legal Environment for Investment in the Russian Federation," Proceedings, SW Legal Foundation: Fortieth Annual Symposium on Private Investments Abroad, Matthew Bender (1997)
- "Environmental Protection in the CIS and Eastern Europe: Emerging Trends May Affect Your Business," Counsel to Counsel, Arthur Andersen & Co. (1993)
- "On the Road in Eastern Europe," Los Angeles Business Journal (1991)
- "Overview of the Laws Governing Foreign Investment in the USSR," Doing Business in Eastern Europe and Soviet Union, Federal Publications Inc. (1990) (co-author)
- "Remarks on Verification of Arms Control Agreements: New Hope in a New Era," Proceedings, American Society of International Law, (1988)
- "CBMs for Stabilizing the Strategic Nuclear Competition," Avoiding War in the Nuclear Age: Confidence-Building Measures for Crisis Stability, ed. John Borawsky, Westview Press (1986)
- "An Importer's Roadmap to U.S. Import Restrictions," U.S. Taxation of International Business Operations, Prentice-Hall (1980)

## CHRISTOPHER BRIAN MOFFO

(b)(6)

### GOVERNMENT, POLICY & POLITICAL EXPERIENCE

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#### **OBAMA FOR AMERICA – Office of Vice Presidential Nominee Joseph R. Biden** Chicago, IL July - November '08

- Compiled daily briefings for the vice presidential nominee's spouse, Dr. Jill Biden, in coordination with the communications, political, policy, finance, and scheduling departments and state staffs.
- Drafted background information for event and press memos, political and finance clutches, calls with allied organizations, etc.
- Liaised with traveling and personal staff in preparing Dr. Biden for public and private engagements on the campaign's behalf.

#### **NEW JERSEY BOARD OF PUBLIC UTILITIES – Legislative Liaison** Newark/Trenton, NJ March '07 - July '08

- Coordinated with the Office of the Governor, state legislators and staffs, various State departments, and industry representatives regarding legislative matters related to climate change, energy security, renewable energy, telecommunications reform, etc.
- Prepared bill comments and Commissioners' testimony and assisted in drafting legislation concerning the Board's issue areas.
- Strengthened the Board's relations with key legislators and represented the Board at Senate and Assembly committee meetings.

#### **NEW JERSEY BOARD OF PUBLIC UTILITIES – Policy Advisor to the President** Newark, NJ July '06 - February '07

- Researched various policy considerations and afforded counsel to the President of the State's regulatory agency, who sits on the Governor's Cabinet. Issue areas included climate change, renewable energy, energy efficiency, and smart grid technologies.
- Provided staff support to the preparation of Governor Corzine's Energy Master Plan and to regional and national organizations.

#### **OFFICE OF THE GOVERNOR OF NEW JERSEY – Policy Writer** Trenton, NJ February - June '06

- Served as a policy writer—with a focus on education and transportation - in the Governor's Office of Constituent Relations.

#### **OFFICE OF THE GOVERNOR-ELECT – Corrections Policy Staff Lead** Trenton, NJ November '05 - January '06

- Led Governor-elect Corzine's Corrections Transition Policy Group—a group of 25 community providers, academics, law enforcement officials and union leaders—in a two-month discussion of best practices in prisoner rehabilitation, reentry policy, combating recidivism, and countering gang violence and recruitment.
- Assembled the Group's final report to Governor-elect Corzine ([www.state.nj.us/governor/home/pdf/corrections.pdf](http://www.state.nj.us/governor/home/pdf/corrections.pdf)).

#### **CORZINE FOR GOVERNOR – Policy Associate** New Brunswick, NJ July - November '05

- Assisted the policy director, communications office, and surrogates with research and composition of campaign talking points.
- Created a collection of voter-friendly policy "one-pagers" for availability online and distribution to statewide field offices.
- Coordinated and drafted all campaign responses to voters' policy-specific inquiries via mail, email, and office drop-bys.

#### **JOHN KERRY FOR PRESIDENT – AZ Coordinated Campaign Deputy Field Director** Phoenix, AZ June - August '04

- Assisted with the management of 40+ field organizers across the state of Arizona.
- Tracked individual organizers' daily progress, ensuring staff was meeting voter contact goals, volunteer numbers, etc.

#### **ISTITUTO AFFARI INTERNAZIONALI (IAI) – Foreign Policy Fellow** Rome, ITALY June - August '03 *Italy's leading international policy think tank*

- Invited to be the first American research fellow at *IAI* (funding provided through a competitive grant program at Harvard).
- Researched transatlantic relations, the history of Italian foreign policy, and Europe's involvement in the buildup to the Iraq War.

### "OBAMA FOR AMERICA" VOLUNTEER ENGAGEMENT

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- *New Jersey*: Hamilton Township Chair (Mercer County for Obama) since July '07; managed GOTV operations in Trenton.
- *Nevada*: Five days of GOTV efforts in Las Vegas HQ; supervised statewide hotline on Caucus Day.
- *Pennsylvania*: Weekends of canvassing in Montgomery and Bucks Counties.
- *North Carolina*: Two days of canvassing in Durham; two days of GOTV volunteer management in Henderson.

## **EDUCATION / FELLOWSHIPS**

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**THE JOHN F. KENNEDY SCHOOL OF GOVERNMENT AT HARVARD UNIVERSITY** Cambridge, MA *TBD*

- Prospective candidate for two-year Master in Public Policy (MPP) program
- Admission tentatively deferred until September '09; intended fields of study: foreign policy and energy security

**HARVARD COLLEGE** Cambridge, MA *September '00 – June '04*

- A.B. degree *cum laude* in the Field of Government, cumulative GPA of 3.312
- Language citations in Spanish and Italian
- Weissman International Internship Program, 2003 ([www.oce.harvard.edu/students/global/weissman/weissman.htm](http://www.oce.harvard.edu/students/global/weissman/weissman.htm))
- Recipient of the Shrewsbury Fellowship, 2004

## **COMMUNITY LEADERSHIP**

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- Board of Directors of the New Jersey Division, *United Nations Association of the United States of America (UNA-USA)*
- Former Secretary, *Hamilton (NJ) Democratic Municipal Committee*
- Active member and applicant interviewer, *Harvard Club of Princeton*

## **TEACHING / MENTORING**

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**THE SHREWSBURY SCHOOL** Shrewsbury, ENGLAND *September '04 – July '05*  
*One of England's oldest and most prestigious "public schools"*

- Taught year-long courses in Spanish, WWII History, and Critical Thinking; lectured on American government and politics.
- Tutored Third Form students, fulfilled supervisory House duties, directed a House play, and coached debate and basketball.

**THE PREFECT PROGRAM** Cambridge, MA *September '01 – May '03*  
*Harvard's first-year peer mentoring program*

- Advised dormitories of 25 first-year students on academic, social, and extra-curricular issues pertaining to life at Harvard.

**CITY STEP** Cambridge, MA *September '02 – May '03*  
*Non-profit service organization that fosters creative and self-expression in elementary school students*

- Met with 25 inner-city fifth-grade students twice a week, cultivating forms of self-expression and teaching dance compositions
- Participated in biweekly teacher meetings to improve classroom management and team-building skills.

## **PERFORMANCE**

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**THE HASLY PUDDING THEATRICALS** Cambridge, MA/New York City/Bermuda *December '02 – March '04*  
*America's oldest collegiate theatrical company, est. 1844*

- Cast as the leading male role for two consecutive years, appearing in over 70 performances.
- Performed for nearly 20,000, including Martin Scorsese, Anjelica Huston, Sandra Bullock, and Robert Downey, Jr.

**THE HARVARD DIN & TONICS** Cambridge, MA / Worldwide *September '00 – August '02*  
*Harvard's internationally recognized 14-member all-male jazz a cappella group*

- Sang for thousands on campus in performances across America and in 20 countries on a 10-week World Tour (summer of 2002).
- Elected Vice-President and Stage Manager; managed performances, maintained group relations and wrote comedy routines.

## **MISCELLANEOUS**

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Languages



Travel

Thirty-one countries spanning Europe, Asia, Africa, Australia, and North America

Youth Distinctions

One of two NJ delegates to American Legion Boys Nation ('99) and the U.S. Senate Youth Program ('00)

**ANNE MEREE MOREHEAD**

(b)(6)

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**EDUCATION**

Coursework in Terrorism and National Security, National Defense University, Washington, DC, 2004-2005

Coursework in Terrorism and Interagency, Joint Special Operations University, Hurlburt Field, Florida, 2004

Doctoral Coursework in Romance Languages, University of Georgia, Athens, GA, 1999-2000

Master of Arts in Spanish, Middlebury College, Middlebury, VT, 1997-1998

Bachelor of Arts in History and Spanish, Wofford College, Spartanburg, SC, 1993-1997

**FOREIGN STUDY**

International Institute, Madrid, Spain, 1997-1998

University of Salamanca, Salamanca, Spain, 1995

**LANGUAGES**

(b)(6)

**WORK EXPERIENCE**

Special Assistant to the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict, Department of Defense, Washington, DC 2004-2005

Legislative Affairs Liaison for Information Analysis and Infrastructure Protection, Department of Homeland Security, Washington, DC, 2004

Assistant Director of Global and Government Affairs, Tew Cardenas, LLP, Washington, DC, 2003-2004

Translator and Interpreter for United States Federal Court, U.S. Marshall Service and U.S. Secret Service, South Carolina, 2002-2003

Spanish Professor, Governor's School for Science and Mathematics, Hartsville, SC, 2001-2002

Spanish Professor, University of Georgia, Athens, GA, 1999-2000

Spanish Professor, Francis Marion University, Florence, SC, 1998-1999

**INTERNSHIPS**

Center for International Policy, Washington, DC, 1997

Senator Strom Thurmond's Office, Washington, DC, 1993

# MARK MOREHOUSE

## EXPERIENCE

2007-present	<b>DEPARTMENT OF DEFENSE</b>	<i>Special Assistant</i>	Washington, DC
	Action officer for terrorism/counterterrorism policy within the Office of the Assistant Secretary of Defense (Special Operations/Low-Intensity Conflict & Interdependent Capabilities)		
	<ul style="list-style-type: none"><li>• Prepare leadership for Counterterrorism Strategy Group meetings at National Security Council</li><li>• Develop and execute plans to obtain legislative authorities and advise leadership on congressional procedure</li><li>• Top Secret/SCI security clearance</li></ul>		
2006-07	<b>DEPARTMENT OF DEFENSE</b>	<i>Director, Budget and Appropriations Affairs</i>	Washington, DC
	Second in charge of staff within the Office of the Under Secretary of Defense (Comptroller/Chief Financial Officer) responsible for informing Congress regarding all matters relating to the budgetary, fiscal, and analytic activities of the Department		
	<ul style="list-style-type: none"><li>• Directed 20 people, including civil servants, active duty military and contractors</li><li>• Prepared Department leadership to present the annual budget to Congress</li><li>• Monitored congressional action and conduct budget liaison with Congress</li></ul>		
2001-06	<b>REPRESENTATIVE JIM KOLBE</b>	<i>Legislative Director</i>	Washington, DC
	Senior advisor to Member of Congress (Chairman, Appropriations Subcommittee on Foreign Operations) on policy, legislation, and appropriations regarding national security, homeland security, justice, veterans affairs, and financial services		
	<ul style="list-style-type: none"><li>• Interim Chief of Staff responsible for 19-member staff in Washington, DC and Arizona and Congressman's successful reelection campaign (September-December 2004)</li><li>• Supervised legislative staff in development and execution of legislative strategies</li><li>• Prepared Congressman for votes on legislation; committee hearings; meetings with public officials, constituents, and civic and business leaders; testimony; and public statements</li></ul>		
1999-00	<b>MCCAIN 2000</b>	<i>Veterans Outreach Coordinator</i>	Alexandria, VA
	Senior staff member on Senator John McCain's presidential campaign		
	<ul style="list-style-type: none"><li>• Developed and executed campaign strategy for veterans' political and financial support</li></ul>		
1997-98	<b>DEUTSCHEBANK SECURITIES</b>	<i>Vice President</i>	New York, NY
1990-97	<b>LEHMAN BROTHERS</b>	<i>Vice President</i>	New York, NY
	Sales and marketing of fixed-income securities to nationwide institutional client base		
	<ul style="list-style-type: none"><li>• Cultivated client base that averaged \$30 million per day of new business</li><li>• Quadrupled sales production</li></ul>		

## MILITARY EXPERIENCE

1988-92	<b>U.S. ARMY RESERVES</b>	<i>Company commander (Captain)</i>	Red Bank, NJ
	<ul style="list-style-type: none"><li>• Responsible for everything the company did or failed to do</li></ul>		
1984-87	<b>UNITED STATES ARMY</b>	<i>Platoon leader; executive officer; battalion staff</i>	Ft Richardson, AK
	<ul style="list-style-type: none"><li>• Responsible for 120 soldiers, 200 vehicles, \$8 million of equipment, \$1.2 million budget</li><li>• Planned, coordinated, and led complex military operations</li></ul>		
Schools:	Airborne, Ranger, Jumpmaster, Pathfinder, Air Assault, Infantry Basic and Advanced Courses		

## EDUCATION

2004	<b>GEORGETOWN UNIVERSITY, NATIONAL SECURITY STUDIES PROGRAM</b>	Washington, DC
	<ul style="list-style-type: none"><li>• Master of Arts, with Honors</li></ul>	
1983	<b>UNITED STATES MILITARY ACADEMY</b>	West Point, NY
	<ul style="list-style-type: none"><li>• Bachelor of Science</li><li>• President, Class of 1983</li></ul>	

# ANNA E. MOREY

(b)(6)

<b>EXPERIENCE</b>	<b>JYP Consulting</b> Senior Associate	<b>Washington, DC</b> September 2005-Present
	<ul style="list-style-type: none"><li>• Coordinate domestic political development</li><li>• Assist in the planning and logistical execution of fundraisers and campaign events across the country</li><li>• Assemble, manage, and execute finance operations for a congressman from Washington (06) and a senator from Rhode Island (08)</li><li>• Analyze and summarize political intelligence for principals and donor meetings</li><li>• Facilitate strategy with clients</li><li>• Research and disseminate briefings on principals and potential political contacts</li><li>• Deployed to Ohio (06) and Iowa (08) to implement regional Get-Out-The-Vote field operations</li></ul>	
	<b>Democracy Radio, Inc.</b> Finance Assistant	<b>Washington, DC</b> March-August 2005
	<ul style="list-style-type: none"><li>• Assisted in all aspects of non-profit fundraising to include a \$500,000 fundraising initiative</li><li>• Compiled and maintained constituency information</li><li>• Updated and maintained online content for Democracy Radio website</li><li>• Compiled research from media sources for online content and production of reports</li></ul>	
	<b>MedChi, The Maryland State Medical Society</b> Legislative Assistant	<b>Annapolis, MD</b> February-March 2005
	<ul style="list-style-type: none"><li>• Tracked medical malpractice bills in the General Assembly</li><li>• Compiled legislative summaries for constituents through open source research</li><li>• Acted as a liaison between MedChi and medical professionals</li></ul>	
	<b>Gephardt for President</b> Intern to Regional Finance Director, Field Intern	<b>Washington, DC</b> May 2003-January 2004
	<ul style="list-style-type: none"><li>• Maintained database for all financial donors</li><li>• Acted as a liaison with potential donors at fundraising events</li><li>• Gathered polling information for key campaign initiatives through grassroots campaigning</li></ul>	
	<b>Co-Operation Ireland</b> Intern to Development and Special Events Coordinator	<b>Dublin, Ireland</b> March-April 2003
	<ul style="list-style-type: none"><li>• Compiled databases for fundraising events and annual donors</li><li>• Provided support to the development staff in event planning and post event follow-up</li><li>• Acted as a liaison between the charity and students in community building workshops</li></ul>	
<b>EDUCATION</b>	<b>Boston University College of Arts and Sciences</b> B.A., International Relations Concentration in Foreign Policy and Security Studies Minor: History, concentration in Irish Studies	<b>Boston, MA</b> May 2004
	<b>Related Course Work</b> <ul style="list-style-type: none"><li>• U.S. National Security</li><li>• History of International Relations</li><li>• Geopolitics</li><li>• Economics</li><li>• Foreign Intelligence Systems</li><li>• U.N. Peacekeeping</li></ul>	
	<b>Dublin Internship Programme</b> Studies in Irish History and Society <ul style="list-style-type: none"><li>◦ Conducted an anthropological study through coursework, in-country travel, and an internship with Co-Operation Ireland</li><li>◦ Facilitated dialogue between student groups to gather research on community initiatives sponsored by the organization</li></ul>	<b>Dublin, Ireland</b> January-April 2003
	<b>International TEFL Certificate</b> TEFL Program	<b>Barcelona, Spain</b> August 2004
<b>SKILLS</b>	<ul style="list-style-type: none"><li>• Knowledge of Word, Excel, PowerPoint, Outlook, Access, and Publisher;</li></ul>	(b)(6)

# JESSICA A. MORRIS

(b)(6)

## WORK EXPERIENCE:

**United States Department of Defense, Washington, DC**

February 2004 to present

*Public Affairs Specialist and Advance Officer, Office of Secretary of Defense, The Pentagon*

- Plan and execute strategic communications plans for domestic and international travel for the Secretary of Defense and Deputy Secretary of Defense
- Manage, organize and execute domestic and international public affairs events such as town halls, troop visits, speeches, press conferences and interviews, for the Secretary and the Deputy Secretary
- Responsible for briefing the Secretary, the Deputy and the Assistant Secretary of Defense for Public Affairs on news developments, local issues and protocol
- Coordinate and produce Pentagon Radio Day, a yearly event bringing 25 radio stations to the Pentagon to interview 75 officials from DOD, the White House and the Cabinet
- Develop and maintain key public affairs relationships with the White House, U.S. Department of State, U.S. Embassies/Consulates, and foreign governments

**United States Department of Energy, Washington, DC**

January 2001 to February 2004

*Special Assistant, Public Affairs*

- Supervised incoming media requests for the Secretary of Energy
- Briefed the Secretary for television and print interviews
- Scheduled national television and print interviews
- Organized press conferences and events concerning agency announcements and initiatives
- Drafted press releases on Secretarial events, travel and statements
- Directed reporters to appropriate DOE source for background information

**Office of United States Senator Spencer Abraham, Washington, DC**

September 2000 to January 2001

*Deputy Press Secretary*

- Drafted and distributed press releases from the Senator's office
- Coordinated the Senator's home state radio schedule
- Assisted reporters with background on legislation
- Maintained press lists and contact with state reporters
- Assembled daily press clips on state and national issues pertinent to the Senator's portfolio

**Creative Response Concepts, Alexandria, VA**

September 1999 to September 2000

*Account Associate*

- Executed media strategies for political and corporate clients
- Co-led the publicity strategy for *New York Times* Bestseller, *Hell To Pay*, by the late Barbara Olson
- Coordinated radio interviews and op-ed placement for clients
- Drafted press releases and assisted with rapid response media plans
- Built and updated media contact lists

(more)

**JESSICA A. MORRIS - Continued**

**INTERNSHIPS:**

Georgia Emergency Management Agency, Atlanta, GA  
*Public Information Intern*

June 1997 to September 1997

- Drafted summer weather advisories
- Assembled training presentation for statewide Public Information Officer training course
- Scripted statewide hurricane protection video as well as articles for quarterly magazine

**EDUCATION:**

Furman University, Greenville, SC  
B.A. in Political Science, *cum laude*  
Concentration in Communications

May 1998

**CERTIFICATIONS:**

(b)(6)

**HONORS:**

Presidential Appointee, George W. Bush Administration, 2001 to present  
*Pi Sigma Alpha*, Academic Honor Society, 1998

**- WORK EXPERIENCE -**

**Communications Advisor – Iraq Message/Event Director**

The White House, Washington, DC (Oct. 2005 – Present)

- Coordinate Administration-wide media and event activity to promote President's efforts to achieve a stable and democratic Iraq
- Establish relationships with Capitol Hill to tie together message between Administration and congressional allies
- Develop surrogate operation with White House, Capitol Hill, State Department, Defense Department and allies
- Proactively setup interviews with Administration officials and editorial writers and columnists, on-line bloggers, Hispanic news organizations and radio and television programs
- Represent White House in meetings with Senate and House communicators and outside strategy meetings
- Coordinate rapid response team to reply to attacks and move positive messages on Iraq

**Director, Social Security Information Center**

U.S. Treasury Department, Washington, DC (Feb. 2005 – Oct. 2005)

- Coordinate Administration-wide activity for President Bush's initiative to strengthen Social Security system
- Developed and implemented media, outreach and event opportunities to highlight Social Security reform

**Spokesman**

Republican National Committee Victory 2004, Harrisburg, PA (Sept. 2004 – Nov. 2004)

- Served as primary media spokesman for Bush-Cheney campaign and RNC in battleground state of Pennsylvania

**Communications Director**

2004 Republican National Convention, New York, NY (March 2004 – Sept. 2004)

- Served as media strategist for successful convention to re-nominate President George W. Bush
- Spearheaded media campaign that produced more than 3400 TV, print, radio and web interviews
- Managed 225 staff and volunteers; coordinated message with Bush campaign and New York City Host Committee
- Conceived and implemented first-ever daily Spanish-language press briefing, targeted state reporter roundtables at a national convention and "Bloggers' Corner" to increase positive media coverage
- Received Polle Award for Best Overall Website of 2004 Political Cycle

**Acting-Communications Director and Press Secretary**

U.S. Department of the Interior, Washington, DC (Feb. 2001 - July 2002 / Dec. 2002 - March 2004)

- Served as top media strategist, spokesman and speechwriter for Interior Secretary Gale Norton
- Helped create message to pass president's Healthy Forest Initiative and Cooperative Conservation legislation

**Communications and Policy Director**

Forrester for United States Senate, Hamilton, NJ (July 2002 - Nov. 2002)

- Directed intense earned and paid media operation which ousted U.S. Sen. Robert Torricelli

**Deputy Communications Director**

Republican National Committee, Washington, DC (May 2000 - Feb. 2001)

- Managed staff of 20, including overseeing GOP's Internet, press, television and radio divisions

**Principal Deputy Press Secretary**

Republican National Committee, Washington, DC (June 1997 - May 2000)

- Wrote press releases, coordinated radio interviews, recorded and disseminated radio actualities

**Correspondent-Stringer**

Associated Press, Grand Forks, ND (May 1996 - May 1997)

- Wrote news, sports and feature stories

**Marketing and Advertising Director**

Grand Forks Air Force Base Leader, Grand Forks, ND (Aug. 1995 - May 1997)

- Coordinated publishing, advertising and delivery of 6,000 circulation weekly newspaper

**Station Manager**

KDRQ Radio, Wishek, ND (May 1994 - Aug. 1995)

- Managed staff of 5; increased revenue more than 400%; hosted political and sports programs

**- EDUCATION -**

- **Bachelor of Arts – Political Science and Communication:** University of North Dakota

**- ACHIEVEMENTS AND SPECIAL PROJECTS -**

Volunteer FEMA spokesman after Hurricane Katrina, September 2005; volunteer press assistant, FEMA recovery in New York City after 9/11 terrorist attack, September 2001; volunteer press assistant, Bush-Cheney Presidential Inaugural Committee, January 2001; press assistant, Bush for President, rapid response for 2000 Democratic convention, Los Angeles; Frequent guest host for nationally syndicated Radio America program "Nolan at Night," 1999 - 2000

###

# Eric Pierce

(b)(6)

## National Security Experience

### **Center for a New American Security**

#### *Fellow and Congressional Liaison*

Collaborate with Dr. Kurt Campbell, Michèle Flournoy, and Dr. James Miller on research and reports focused on U.S. interests in Iraq, readiness of American ground forces, the future of the Department of Defense, the relationship between Congress and the Pentagon, global climate change and advancing Middle East peace. Serve as primary Congressional liaison on behalf of the organization and its principals.

Washington, DC

April 2007 – Present

### **Office of U.S. Senator Ben Nelson**

#### *Defense and Foreign Policy Adviser*

Advised Centrist Democratic Senator who serves on the Appropriations Committee and as Chairman of the Armed Services Personnel Subcommittee. Areas of concentration: Iraq, Afghanistan, the war on terrorism, military personnel matters, strategic issues, emerging threats, NATO enlargement, the Middle East peace process, intelligence reform, and Darfur.

Washington, DC

March 2001 – March 2007

### **National Security Council**

#### *Director, Transnational Threats*

Advised President of the United States and National Security Adviser on drug trafficking and other international crime issues. Primary areas of responsibility: the military, economic and humanitarian assistance package *Plan Colombia*, member of the Interagency Working Group on Organized Crime, and contributor to first International Crime Threat Assessment.

Washington, DC

May 2000 – Feb 2001

### **Office of the Secretary of Defense**

#### *Country Director for Bolivia, Ecuador & Peru*

Coordinated counter-drug efforts in Bolivia, Ecuador and Peru for the ASD for Special Operations and Low Intensity Conflict (SOLIC) and DASD for Drug Enforcement Policy and Support (DEP&S).

Washington, DC

July 1999 – May 2000

### **Department of the Navy, Office of Program Appraisal**

#### *Program Analyst*

Guided development of business reform initiatives collectively known as the Revolution in Business Affairs; served on the Housing Reform Round Table developing new guidelines for enlisted personnel.

Washington, DC

August 1998 – July 1999

## Other Professional Experience

### **Obama-Biden Presidential Campaign**

#### *Regional GOTV Director*

Successfully directed get-out-the-vote effort during the last five weeks of the campaign helping to place this critical state in the win column. Drafted needs assessment for the Columbus HQ, identified Staging Locations throughout the region for neighborhood teams, set up regional boiler room for Election Day, established relationships with county election officials, conducted GOTV trainings, and slotted and managed out of state volunteers in Montgomery County and 13 rural counties in southwest Ohio.

Dayton, Ohio

October 2008 – November 2008

### **The Elliott School of International Affairs**

#### *Adjunct Professor, George Washington University*

Teaching skills course and capstone program workshop introducing students to political analysis as it is practiced outside an academic setting, with a specific focus on U.S. national security issues.

Washington, DC

March 2008 – Present

### **U.S. Representative Peter Deutch**

#### *Legislative Aide*

Drafted correspondence from Florida constituents and statements for the Congressional Record.

Washington, DC

April 1998 – July 1998

### **Department of Economic Development, City of Jackson**

#### *Project Assistant*

Studied the economic impact of transforming a depressed area mall into a medical plaza.

Jackson, MS

August 1997 – February 1998

<b>Peter Hart Research</b> <i>Research Associate</i> Transcribed focus groups and prepared executive summaries for political and corporate clients.	Washington, DC February 1997 – May 1997
<b>Clinton/Gore '96</b> <i>Youth Vote Director</i> Developed and implemented state youth vote project, supervised regional staff and campus coordinators for 28 colleges and universities.	Tallahassee, FL July 1996 – December 1996
<b>Landrieu for U.S. Senate</b> <i>Director of Advance</i> Directed statewide advance operations for U.S. Senate announcement tour.	Baton Rouge, LA April 1996 – June 1996
<b>Southern Strategies</b> <i>Researcher</i> Drafted a report on the "local option" gaming referendum during a special legislative session.	Baton Rouge, LA March 1996 – April 1996
<b>Clinton-Gore '96</b> <i>Deputy Press Secretary</i> Drafted press releases, monitored opposition activity in print/electronic media, and handled press inquiries.	Manchester, NH Dec. 1995 – March 1996
<b>Beverly Bruce for State Representative</b> <i>Campaign Manager</i> Managed staff, directed paid/free media, field and opposition research efforts on winning race.	Shreveport, LA Oct. 1995 – December 1995
<b>Mary Landrieu for Governor</b> <i>Assistant to the Campaign Manager</i> Maintained schedule and budget for Manager, assisted in paid/free media strategy.	Baton Rouge, LA March 1995-October 1995

**Education**

**The Johns Hopkins School of Advanced International Studies (SAIS) - Washington, DC**  
Master of International Public Policy, concentration in Middle East Studies

**Louisiana State University - Baton Rouge, LA**  
Bachelor of Arts in American History, minor in Political Science



**Professional and Voluntary Activities**

Member, Obama-Biden Defense Strategy Policy Team and Congressional Liaison Team  
 Advisory Board Member, Nuclear Security Budget Project, Carnegie Endowment for International Peace  
 Board Member, DC Chapter, Council for Emerging National Security Affairs (CENSA)  
 Member, Congressional Advisory Committee, Truman National Security Project  
 Participant, Aspen Institute's Socrates Program  
 Learning Mentor, Higher Achievement Program (HAP)

**Honors/Recognition**

Department of Defense Award for Outstanding Achievement, 2000  
 Appointed U.S. Defense Department Fellow, 1998  
 Team Leader, AmeriCorps Pilot Program, 1993

John F. Plumb, Ph.D.

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**HIGHLIGHTS:**

**U.S. Navy military experience:** Active duty submarine officer (6+ years), active reserves (8+ years), mobilized in support of Operation Enduring Freedom (2007).

**Congressional experience:** military and scientific advisor to United States Senator Ken Salazar (3 years). Served as the primary interface for the Senator with DoD and the scientific community regarding defense, space, and science policy matters on behalf the Senator. Provided Senator Salazar with briefings, policy recommendations, and advice on communication strategies for those issue areas. Worked with Congressional staff on both sides of the aisle to promote policy initiatives.

**Coalition builder:** Created and maintained an informal network of 40+ scientific and engineering professionals throughout the federal legislative and executive branches. Successfully coordinated diverse non-profit and corporate interests for support of a successful federal carbon capture and sequestration legislative proposal. Single handedly built a coalition of mid- and senior-grade Naval officers throughout the Kuwait and Bahrain area of operations to maximize force efficiencies in support of Operation Enduring Freedom. Senate work on satellite export controls resulted in trusted contacts throughout Congress, industry, and numerous Executive Branch agencies.

**Science and Engineering professional:** Expert at understanding, researching, evaluating and explaining a wide range of scientific and engineering proposals. Strong technical background combines Navy nuclear engineering officer experience with a Ph.D. in Aerospace Engineering.

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**CIVILIAN EXPERIENCE:**

**Military and Science Advisor, Office of United States Senator Ken Salazar** 2005 - 2009  
**AAAS Congressional Fellow (2005)**

Served as military and scientific advisor to United States Senator Ken Salazar, first as a Congressional Science & Technology Fellow through the American Association for the Advancement of Science and then as Senate staff. Defense legislative portfolio focused on Colorado interests, including the military and commercial space economy, satellite export controls, chemical weapons disposal, United States Northern Command, proposed expansion of army training grounds, High Altitude Aviation Training, mental health treatment for veterans, and funding priorities for Colorado bases.

**Senior Analyst, ARINC Engineering Service** 2004  
**Postdoctoral Research Faculty, University of Colorado**

Responsible for the investigation of multipath effects on Global Positioning System receivers for aircraft landing systems, analyzing approaches for traditional runways as well as aircraft carriers. Research was funded by ARINC Engineering Services, first through a postdoctoral appointment and then directly as a company employee.

**Research Assistant / Ph.D. Candidate, University of Colorado** 2000 - 2003

Dissertation Topic: Global Positioning System (GPS) Carrier-Phase Time Transfer. Research included absolute calibration of GPS dual frequency receivers, real world tests of laboratory results, and extensive software analysis and testing of time transfer techniques. Strengths in complex logic and mathematics, including statistical analysis of many variable systems.

**MILITARY EXPERIENCE:**

**Project Officer, Operation Enduring Freedom** 2007

Served as Company Commander for 125 sailors mobilized to the Middle East to enforce customs and USDA requirements on returning service members and equipment. Successfully formed, from the ground up, a network

of officers throughout the region to maximize efficiencies and communications across 7 separate Navy commands.

**Unit Commanding Officer, United States Naval Reserves** **2000 - present**

As Commanding Officer, responsible for the training and military readiness of 4 separate units (2 year assignments), each ranging in strength from 15 to 45 sailors. Individual units have provided maintenance and manufacturing support to the Pacific submarine fleet, supported a mobile communications cell for emergency military support, provided maintenance support to a submarine tender based in the Mediterranean, and provided pier sentry services to the Atlantic submarine fleet. These duties served concurrently with civilian employment. Current rank: Commander (select).

**Senior Instructor, Naval Nuclear Power Training Command** **1998 - 2000**

As a Submarine Warfare and Engineer qualified officer, responsible for the classroom instruction of hundreds of United States Naval Officers every year in those principles of science and engineering fundamental to the design, construction, operation and maintenance of Naval Nuclear Propulsion Plants.

**Submarine Officer, USS San Juan (SSN-751)** **1995 - 1998**

Gained valuable leadership, managerial, and teamwork building skills as a junior officer on board a fast-attack nuclear submarine. Qualified in Submarine Warfare and as Engineer Officer. Entrusted with the safe and efficient operation of both the ship and the nuclear reactor while supervising watch teams of over 25 sailors.

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<b>EDUCATION:</b>	2003	<b>Ph.D. Aerospace Engineering</b>	University of Colorado at Boulder
	1994	<b>Navy Nuclear Power School</b>	United States Navy
	1993	<b>M.S. Physics</b>	University of Colorado at Boulder
	1992	<b>B.S. Physics</b>	University of Notre Dame

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**HONORS/AWARDS:** American Association for the Advancement of Science (AAAS) Congressional Science & Technology Fellowship, Navy Commendation Medal (2 awards), Army Commendation Medal, Navy Achievement Medal (5 awards), Naval Expeditionary Medal, Arctic Service Ribbon, Sea Service Ribbon, Naval Submarine League Outstanding Achievement Award, University of Notre Dame Student Leadership Award, Phi Beta Kappa – member.

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**2008 CAMPAIGN VOLUNTEER WORK:**

- January: Obama for America, South Carolina primary (1 week, Charleston)
- February: Obama for America, Massachusetts primary (2 weeks, Boston)
- August: Selected for inclusion in Steven Spielberg/Tom Hanks video tribute to veterans, "A Timeless Call," shown at the Democratic National Convention
- October: Colorado Coordinated Campaign (4 weeks, Denver/Greeley/Fort Collins/Aurora)

# LARISSA A. PLUNTO

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## SUMMARY OF QUALIFICATIONS

- ◆ Highly focused and results-oriented in supporting complex, deadline-driven operations.

## PROFESSIONAL EXPERIENCE

DEPARTMENT OF DEFENSE– Washington, D.C.  
OFFICE OF THE WHITE HOUSE LIAISON

July 2007 to Present

**Special Assistant to the White House Liaison/Defense Fellow**  
*Schedule C Political Appointment from the President of the United States*

- Advisor to the White House Liaison and Deputy White House Liaison on the President's Boards and Commissions at the Department of Defense; including vetting and selecting of committee members, subcommittee members, and consultants.
- Advisor on Federal Advisory Committee Management and related regulations, guidelines, and laws.
- Serve as Liaison between the Office of the White House Liaison, and the Washington Headquarters Services, Executive and Political Personnel, Human Resources Directorate
- Responsible for expediting political appointees through the human resources process, coordinating with appointees for in-processing and security procedures, and representing the interests and objectives of the White House Liaison's Office to the Washington Headquarters Services Office.
- Prepare weekly reports, compile memorandums for the White House Liaison, and provide analytical recommendations to both offices.

DEPARTMENT OF DEFENSE– Washington, D.C.  
OFFICE OF THE AIR FORCE GENERAL COUNSEL

September 2006 to July 2007

**Personal and Confidential Assistant to the Air Force General Counsel**  
*Schedule C Political Appointment from the President of the United States*

- Responsible for handling a wide range of sensitive and confidential special assignments of great personal interest and concern to the Office of the General Counsel
- Independently made extensive travel arrangements and advance work for International and Domestic TDY trips.
- Served as Liaison for the General Counsel and maintained Principal's calendar and meetings.
- Advised the General Counsel on current political and media issues.

UNITED STATES HOUSE OF REPRESENTATIVES– Washington, D.C.    January 2003 to November 2005  
HOUSE REPUBLICAN CONFERENCE

**Manager of Committee Relations (2/05-11/05)**

- Train and manage all personnel in the office of Committee Relations
- Maintain all duties of Committee Liaison

*Continued...*

**Committee Liaison (4/03-2/05)**

*Specifically oversaw the Armed Services, International Relations, Homeland Security, Government Reform, Financial Services, Intelligence, Judiciary, Rules, Budget, Ways and Means (trade), and Small Business Full Committee; as well as, Defense, Foreign Operations, Homeland Security, Commerce/Justice/State, and Leg Branch Appropriations Sub-Committees.*

- Work with Committees on legislation, amendments, and talking points
- Coordinate and develop Floor debate and strategy on legislation concerning my Committees and issues as well as Prepare Daily and Weekly Floor briefings of legislation for Members and Staff
- Prepare memos, speeches, special orders, and one minutes concerning issues relevant to my Committees
- Attend Congressional staff delegations overseas and meet with NGO's, government officials, and government organizations, etc.
- Respond and address concerns, issues of staff or Members, concerning Committees, vote justifications and legislation

**Intern (1/03-4/03)** \*Legislative research and assistant to staff with Conference activities

UNITED STATES HOUSE OF REPRESENTATIVES- Washington, D.C. January 2003 to April 2003  
HOUSE MAJORITY LEADER - TOM DELAY

**Intern** \*Legislative research, administrative support, and preparation of resource kits

**CAMPAIGN EXPERIENCE**

John Campbell/Congressional - California	October 2005
George W. Bush/Presidential - Broward County/Florida	October-November 2004
Alice Forgy-Kerr/Congressional -Kentucky	February 2004
Sam Katz/Mayoral - Pennsylvania	November 2003
Lamar Alexander/Senatorial - Tennessee	2002
George W. Bush/Presidential - Tennessee	2000

**EDUCATION**

Carson Newman College  
Jefferson City, TN 1998-2002  
**Bachelor of Arts, Political Science**  
❖ Emphasis in Pre-Law and International Relations/Concentration in Mass Communications

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# Alexis Prieur

## SUMMARY OF QUALIFICATIONS

- Proven ability to manage and motivate staff to perform at their best in a high pressure environment.
- Wide experience with factual and case analysis for policy development and advocacy, litigation preparation and human rights documentation.
- Coursework and research in Islamic law, experience in human rights law application during civil conflict.

## EDUCATION

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**Northeastern University School of Law, Boston, MA** January 2007

*Juris Doctorate*

Shelter Legal Services: Student Advocate (2003 – 2004)

Research Assistant: Islamic law and conflict in Sudan (2005 – 2007)

Study Abroad: Seton Hall Program for the Study of Law in the Middle East (Cairo)

Tulane Center for International Law and Human Rights (Amsterdam)

**Queen's University, Kingston, Ontario, Canada** June 2001

*Bachelor of Arts Honors, History*

Study Abroad: The School for International Training, Kenya Coastal Studies Program

## RELEVANT PROFESSIONAL EXPERIENCE

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**Office of the Massachusetts Attorney General** May 2007 – July 2008, Jan 2009 – Apr 2009

*Mediator / Legal Analyst, Consumer Protection Bureau, Health Care Division*

- Researched, and drafted policy goals, regulations, and speeches. Attended inter-agency policy meetings. Topics included pharmaceutical industry-physician relationships, health data collection, and neonatal research regulation.
- Analyzed legal arguments and collaborated on case strategy, primarily under state civil law. Drafted civil investigative demands, preparation for depositions. Review and analysis of defendant's production.
- Mediated disputes between health care providers and consumers, resolved over 60 complaints and recovered \$300,000 for consumers.

**Human Rights Commission of Sri Lanka** Mar – Aug 2006

*Legal Analyst*

- Advised Vavunja regional office on investigation, advocacy and documentation of individual complaints. Issues included missing persons, human rights abuses by security forces and violations of administrative law.
- Developed systems for intake procedure and recording system, improved file management; and cultivated a partnership program with a local legal advocacy group to provide legal consultative services.

## Cooperative Legal Placements:

UN International Criminal Tribunal for Rwanda Mar 2005 – May 2005

LeBoeuf Lamb Greene & MacRae LLP Sept – Nov 2005

California Appellate Project Nov 2004 – Feb 2004

## OTHER LEGAL AND POLITICAL EXPERIENCE

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### **Barack Obama Campaign for Change**

Oct 2007 – November 2008

*Voter Protection Coordinator, Wisconsin*

- Managed a fulltime volunteer staff of six. Created and directed a statewide network of fifty plus lead volunteer lawyers working with local officials to ensure polling locations in their counties are accessible, adequately supplied and staffed with well-trained personnel.
- Recruited and trained 1200 plus volunteer attorneys to observe the voting process, report and resolve issues of improper application of state election law, voter intimidation, suppression and polling place management.
- Highlights:
  - Prevented ballot shortages in the state's largest city through successful advocacy to provide ballots for 110% of eligible voters. Similar success in several other counties and municipalities across the state.
  - Worked successfully with officials to model demand and improve polling places and recruit more polling place officials, in many places doubling the number of voters processed per hour.
  - Developed a voting laws compliance program and rapid legal response network for the campaign field program

*Voter Protection Volunteer*

N.H. (Jan) / MA (Feb) / PA (Apr)

- Led development of training materials for volunteer lawyers to be taught to local and foreign lawyers in two-hour training sessions in three state primary races.
- Organized volunteer legal team of 150 plus into a statewide legal reporting structure for monitoring.

### **John Kerry Presidential Campaign**

June 2003 – Nov 2004

*New Hampshire Campaign Staff*

- Responsible for student-voter education and the creation and implementation of "get-out-the-vote" and Election Day protection plans. Promoted from Intern field organizer.

### **Office of the Honorable A. Anne McLellan, Canadian Member of Parliament**

**Attorney General and Minister of Justice / Minister of Health**

July 2001 – Nov 2002

*Political Assistant*

- Political assistant for the Attorney General and Federal Minister of Justice (January 2002) and Federal Minister of Health. Prepared replies to queries posed by members of the media, Liberal Caucus, and colleagues regarding the Minister's responsibilities.
- Legislative research in areas of anti-terrorism, health care reform and euthanasia.

## REFERENCES

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**Quentin Palfrey**, Health Care Division Chief, Office of the Attorney General  
(617) 727-2200, qpalfrey@gmail.com

**Bernard K Freamon**, Professor of Law, Seton Hall Law School  
(973) 642-8827, freamobe@shu.edu

## OTHER

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**Bar Admissions:** Massachusetts (2007), New York (Pending)

**Nationalities:** American, Canadian

## EMPLOYMENT OBJECTIVE

To continue to serve the Bush administration by offering my experiences and proven managerial abilities in Projects Management and Special Events Planning to facilitate political or functional objectives.

## PROFESSIONAL EXPERIENCES

### 55<sup>th</sup> Presidential Inaugural Committee

December 2004 – January 2005

#### Events and Operations

Inaugural Parade Division

- In charge of Floats and Horses section for the Inaugural Parade.
- Coordinate with the Armed Forces Inaugural Committee for military support.

### Bush—Cheney '04

June – November 2004

#### Vice Presidential Operations

Vice Presidential Advance Representative

- In charge of coordinating logistics and event preparations for Vice President Richard B. Cheney's public appearances.
- Coordinated staff, security and communications efforts with the United States Secret Service and White House Communications Agency during every public appearance.
- Designed, planned, and built event sites for every public appearance under budget and ahead of schedule.

### United States Army

August 2002 – June 2003

#### Active Duty Mobilization Tour of Duty

First Lieutenant, Military Police Corps

- In charge of a 35-person unit during Force Protection missions in the Central Command's Area of Responsibility in Saudi Arabia.
- Planned and coordinated Force Protection missions including Law and Order Operations, Area Security, Convoy and Personnel Escort.
- Performed Quarterly Safety Inspections as Unit Safety Officer within unit's administrative work area.
- Planned and coordinated Unit Movement for the entire unit of 158 personnel and 15 tons of equipment.

### Executive Office of the President of the United States

#### Office of the Vice President, Advance

Advance Representative

Part-time Volunteer, Since February 2001

- Provide pre-event planning and coordination for the Vice President's official trips.
- Coordinate logistics with White House Advance Staff, U.S. Secret Service, White House Communications Agency, and event hosts to ensure all Vice Presidential needs were met, and to ensure smoothness and high-quality in all events.

### Delaware Army National Guard

Since December 2000

First Lieutenant, Military Police Corps

- Currently assigned to the 153<sup>rd</sup> Military Police Company as a Platoon Leader.
- In charge of a 30-person Military Police unit capable of supporting any Area Security, Law & Order, and, Battlefield Circulation missions.
- Supervised and administered platoon to ensure proper training and readiness.

### 2001 Presidential Inaugural Committee (PIC)

December 2000 to January 2001

Security Communication Logistics Manager

- Designed, implemented and supervised Communication Logistics Plan for the Security Division of PIC.
- Ensured all communication needs for the 80-member Security Division were met.

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**Bush-Cheney 2000**

August to November 2000

Advance Representative – VP Advance

- Provided Advance logistics and planning support for Secretary Cheney and staff.
- Coordinated with hosts to facilitate smooth, and highly-dignified events and public appearances.
- Performed Site Advance in accordance with Lead Advance Representative's instructions.

**Republican National Convention 2000**

April to August 2000

Special Assistant to the Director of Events

- Provided logistics and planning support to the Director of Events to include liaison duty with Bush for President, Inc.
- Performed external support to Bush for President, Inc. during convention week.

**Bush for President, Inc. – Delaware**

January to April 2000

Coordinator of Field Operations/Coordinator of Motorcade Operations

- Planned, executed and supervised Field Operations during the Delaware Primary Season, which included Field Marketing, Logistics, and Voter Support.
- Coordinated for Motorcade Vehicular Support for Governor Bush's public events by liaising with U.S. Secret Service and Texas Department of Public Safety.

**Merrill Lynch - Private Clients Group**

June 1998 to Nov 1999

Research and Administrative Assistant

- Provided general administrative and logistics support to Financial Consultant.
- Provided assistance in Consultant's daily operations and investment research.

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**LANGUAGE SKILL**

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(b)(6)

**EDUCATION – Civilian**

Goldey-Beacom College,

Graduated May 1998

Wilmington, Delaware

- Majored in Business Administration with Concentration in Management.

University of Delaware,

Commissioned Dec 2000

Newark, Delaware

U.S. Army Reserve Officer Training Corps program.

- Received a Direct Commission from the Delaware National Guard
- Completed senior level leadership training.

**REFERENCES—Enclosed.**

## GAUTAM RAGHAVAN

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### RECENT EXPERIENCE

#### U.S. Department of Defense

*Special Assistant to the White House Liaison (Schedule C)*

*April 2009 – Present*

- Assisted the White House Liaison with the recruitment, vetting, placement, and on-boarding of over 250 PAS, Non-Career SES, and Schedule C political appointees throughout the Office of the Secretary of Defense and the Military Departments; independently planned, coordinated, and implemented new and improved procedures to streamline the political appointment process.
- Performed program assessment and long-range planning regarding the placement of political appointees throughout DoD in support of the goals and objectives laid out by the President and the Secretary of Defense.
- Functioned as a primary point of contact at DoD for the White House Presidential Personnel Office, Office of Public Engagement, and Cabinet Affairs Office; frequently represented the White House Liaison and DoD at White House meetings, events, and briefings.
- Established and maintained close liaison relationships with principal executives and key staff throughout OSD (particularly the Immediate Office, Office of General Counsel, Standards of Conduct Office, and Executive and Political Personnel), the Military Departments, other Federal agencies and departments, Congress, and private industry.
- Conducted special assignments for the White House Liaison and the White House Presidential Personnel Office; performed extensive research and formulated decision papers and briefing memos on a variety of politically sensitive issues of critical importance to DoD.
- Managed the political vetting and approval process for all paid and unpaid consultants to the DoD as well as all appointments to the DoD's Federal Advisory Committees (over 1,200 members on 60 boards and commissions, including the Defense Science, Health, Business, and Policy Boards).
- Coordinated with senior DoD leadership, career and military staff, Presidential Personnel, the White House Military Office, the First Lady's Office, and the Immediate Office of the Secretary of Defense on high-profile appointments to Federal Advisory Committees focused on suicide prevention, military families, military leadership diversity, women in the services, and the Quadrennial Defense Review.
- Implemented new vetting guidelines for the appointment and approval of Federal Advisory Committee members; completed the May 2009 GSA course "Federal Advisory Committee Act Training" in support of this work.
- Developed and implemented a newly restructured Defense Fellows program to provide junior political appointees with broad and substantive exposure to DoD, the U.S. Armed Forces, and the daily operations of the Federal government; spearheaded the process to recruit, interview, and place Defense Fellows in offices throughout OSD and the Military Departments.
- Managed the hiring and placement of White House Liaison Office interns.

#### Democratic National Committee

*Asian American Finance Committee Director*

*July 2008 – February 2009*

*Midwest Finance Director*

*March 2007 – February 2009*

*Mid-Atlantic/New England Deputy Finance Director*

*April 2006 – March 2007*

- Cultivated and solicited major gifts from donors throughout the country; coordinated major donor fundraising in key battleground states; regularly exceeded fundraising goals throughout 2007 and 2008.
- Managed the recruitment, development, and day-to-day operations of the Obama campaign's national Asian American Finance Committee; planned and executed a fundraising program that generated significant contributions from 1,500 donors during the general election; coordinated, with the APIA Vote

- staff, political and grassroots events that generated positive coverage throughout the AP/IA press.
- Briefed and staffed President Barack Obama, First Lady Michelle Obama, Vice President Joe Biden, and campaign surrogates including President Bill Clinton, DNC Chairman Howard Dean, Warren Buffett, actor Kal Penn, musician Yo-Yo Ma, and senior campaign staff and policy advisers.
- Supervised a Deputy Finance Director, Staff Assistant, and intern team.

**Progressive Majority**

*Development Assistant*

*May 2005 – March 2006*

- Researched, wrote, and produced with the Development Director a proposal that generated multi-year, multi-million-dollar support from the Democracy Alliance.
- Conducted extensive donor research to identify prospective donors and analyze giving capacity; developed a working knowledge of major donors and major donor networks.

**OTHER EXPERIENCE**

Institute for Politics, Democracy, and the Internet  
*Research Assistant*

*August – December 2004*

Stanford University Residential Education  
*Resident Assistant*

*August 2002 – June 2004*

U.S. Department of Justice (Terrorism & Violent Crime Section)  
*Stanford in Government Fellow*

*June – August 2002*

**EDUCATION**

**The George Washington University**

M.A., Political Management (Expected 2009)

Coursework included strategy and message development, speech writing, grassroots politics, campaign advertising, and online political strategy.

**Stanford University**

B.A., Science, Technology, and Society with Minor in History (2004)

Coursework included American political history, technology and international security, political communication, ethics and technology, ethics and public policy, and classical history.

**MEMBERSHIPS & AFFILIATIONS**

- Finance Chair of *Homespun: Made in the U.S.A.*, a grassroots initiative to establish a permanent Indian-American presence at the Smithsonian Institution.
- Board Member of New Leaders Council of Washington D.C., a non-profit organization that provides progressive political education, training, and networking opportunities for young professionals and community leaders.
- Participant in Truman National Security Project's Executive Agency Training Program (February – May 2009), an interagency series of seminars and events designed to provide political appointees with broad exposure to the national security system and practical skills required to be effective in the executive branch.

*References available upon request.*

# ALSTON BRIDGERS RAMSAY

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## Experience

**Senior Speechwriter to Secretary of Defense Robert M. Gates** 2006–Present  
*Department of Defense: Washington, D.C.*

- Led speechwriting office and managed assignments in absence of chief speechwriter.
- Authored numerous keynote addresses that received praise from national and international press; senior Department of Defense officials; and congressional leaders of both parties. Speech topics include: unifying U.S. military and non-military power to address 21st-century national-security challenges; achieving victory in the War on Terror; balancing foreign policy between realism and idealism; the importance of the Afghanistan mission to Europe and NATO; and the role of nuclear weapons in the U.S. defense posture.
- Developed and authored key Department of Defense statements in crisis situations under heavy press scrutiny, including: Iraq and Afghanistan Senate and House testimonies; Iraq "surge" and drawdown messages; response to Iran regarding U.S. national-intelligence assessment; termination of Air Force secretary and chief of staff; statement on Afghan civilian casualties caused by U.S. air strikes; and the need for defense acquisition reform.
- Traveled abroad with United States delegations and coordinated closely with secretary of defense and senior defense officials to further the interests of the U.S. government through press statements and speeches.
- Coordinated with other cabinet agencies and the national-security councils of the Bush and Obama administrations to ensure remarks and testimony accurately reflected administration positions.
- Analyzed wide range of media coverage to advise chief speechwriter and Pentagon press secretary on ways to advance the goals of the secretary of defense through public and non-public speaking events.

**Associate Editor** 2005–2006  
*National Review magazine: New York, N.Y.*

- Authored and edited signed articles and unsigned editorials for print magazine and website on various topics ranging from the political implications of the Hawaiian independence movement to the Kentucky Derby.
- Research assistant to William F. Buckley Jr. for book compiling his forty-year-long *Notes and Asides* column.

**Editor in Chief** 2003–2004  
*The Dartmouth Review: Hanover, N.H.*

- Led nationally prominent independent conservative campus journal through period of revitalization by expanding staff from ten to thirty students and raising more than \$115,000 for operating expenses and major debt reduction.

**U.S. Senate Intern** Summer 2003  
*Office of Elizabeth Dole: Washington, D.C.*

- Wrote policy brief; assisted constituent services; compiled all speeches from Senate campaign.

**U.S. Senate Campaign Communications Intern** Fall 2002  
*Elizabeth Dole for U.S. Senate: Salisbury, N.C.*

- Directed issues hotline, the principal point of contact between the campaign and the public; explained policy positions to thousands of voters; participated in rapid-response team.

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## Education

**Dartmouth College: Graduated Summa cum Laude.** 2000–2004

- B.A. in American Government; 3.87 GPA in major; 3.84 GPA overall; inducted into Phi Beta Kappa society.
- Selected to participate in the Collegiate Network's foreign correspondent course in Prague, Czech Republic.
- Placed third in Benjamin F. Barge campus-wide persuasive-speaking contest.

**Groton School: Graduated Summa cum Laude.** 1995–1999

- Elected class secretary: 2004–present.

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## Other Qualifications, Skills, and Interests

- (b)(6)
- Computer: Microsoft Word & Excel; Final Cut Pro; Adobe PhotoShop and InDesign; Quark.
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- Television appearances: Nightline, "Making a List"; HBO documentary, "Battle for Tobacco Road."

# JONATHAN REIBER

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## SUMMARY OF EXPERTISE

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- Over five years experience in security and policy analysis, including with the UN Peacekeeping Mission in Sudan.
- Specialization in foreign and security policy; South Asian, African, and Islamic affairs; counterinsurgency; counterterrorism.
- Excellent writing, editorial, public speaking and management skills.
- Language skills: (b)(6)

## EXPERIENCE

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### BARACK OBAMA'S PRESIDENTIAL CAMPAIGN

WASHINGTON D.C.

Assistant to Richard Danzig, Senior Advisor to Barack Obama

February 2008 to December 2008

- *Full-time volunteer.* Provided policy and staff support to former-Secretary of the Navy, covering U.S. foreign and defense policy; South Asian, Middle Eastern, European, and Islamic affairs; Pakistan's security sector; counterterrorism; counterinsurgency; defense procurement and defense priorities for the next administration.
- Prepared analytical memos, talking points, background memos, media summaries, and larger analytical reports.
- Staffed Secretary Danzig at briefings, campaign events, meetings, conferences, and at the Democratic Convention.

Field Associate, Primary and General Elections

January, February, October and November 2008

- *Full-time volunteer. Massachusetts Field Associate, Massachusetts Campaign Headquarters:* Coordinated town-captains in over forty Massachusetts towns and cities for the February 5th Primary Election.
- *Full-time volunteer. Virginia Field Associate, Norfolk North Field Office:* Recruited and coordinated a national security/military affairs volunteer cohort for the last two weeks of the General Election in Virginia.
- *New Hampshire Full-time Volunteer, Bedford, Dover, and Manchester Staging Locations and Campaign Offices:* Canvassed and organized volunteers for the last two weeks of the New Hampshire Primary.

ERGO a geopolitical intelligence and consulting firm, specializing in emerging and frontier markets

WASHINGTON, D.C.

Research Manager (consulting)

August 2007 to present

- Lead research in geopolitical intelligence and political risk, covering Pakistan, North Africa, and The Middle East.
- Responsibilities include in-country source recruitment and relationship development; research, analysis, writing; management of on-the-ground research partners; production of documents between 200 and 500 pages; client outreach.
- Project leader on political stability and future scenarios in Pakistan; the future of the Pakistan Army; social and political trends in Iraq, Egypt, Algeria and Sudan; ethnic and tribal groups of Iran; due diligence of business leaders in Syria; economic and regulatory analysis in Turkey; port security and port development in Nigeria; maritime security barriers.

UNITED NATIONS PEACEKEEPING MISSION IN SUDAN

KHARTOUM, JUBA, EL-FASHER; SUDAN

Policy Planning Advisor, Departments of Civil and Political Affairs

May 2006 to August 2006

- Drafted and coordinated policy programs for the Darfur-Darfur Dialogue/negotiations in the Darfur region of Sudan. Conceived early warning systems in Southern Sudan and UN public diplomacy towards Islamist groups in Sudan.
- Conducted interviews regarding Sudanese-based Islamist movements and their narratives of jihad, resistance, and cooperation with the West (including extensive interviews with Hassan al-Turabi and Sadiq al-Mahdi).

THE FLETCHER FORUM OF WORLD AFFAIRS

MEDFORD, MA

Editor-in-Chief

May 2006 to May 2007

- Oversaw all aspects of Fletcher's journal of international affairs, including article commissioning and article development, staff development, journal production and printing, and business development. Managed editorial and marketing staff of twenty-four. Commissioned and edited articles by leading thinkers and actors in international affairs.

HARVARD UNIVERSITY: JOHN F. KENNEDY SCHOOL OF GOVERNMENT

CAMBRIDGE, MA

Assistant to Professor Graham Allison, *Central Challenges of U.S. Foreign Policy*

December 2006 to May 2007

- Worked closely with a United States policymaker and professor of foreign and defense policy to formulate case studies, readings and teaching tools for a leading foreign policy course at the Kennedy School of Government.
- Drafted in-depth policy case studies on United States foreign policy in Sudan and energy security and climate change. Graded student memos and presentations and tutored students' in policy writing.

**THOMAS J. WATSON FELLOW**                      **SOUTH AFRICA, MOZAMBIQUE, INDIA, ITALY, TURKEY, CYPRUS**  
**Project Title: Religious Identity and Political Violence**                      **July 2001 to August 2002**

- Embarked on a yearlong multinational study of religion and conflict in the post-9/11 world in India, South Africa, Mozambique, Italy, Turkey and Cyprus.
- Conducted over two hundred interviews regarding political violence, identity, economic development and conflict.

**INSTITUTE FOR GLOBAL MARITIME STUDIES**                      **GLOUCESTER, MA**  
**Senior Fellow**                      **January 2008 to present**

- Fellowship in Indian Ocean affairs, international security, and climate change.

**TRUMAN NATIONAL SECURITY PROJECT**                      **WASHINGTON, D.C.**  
**Truman National Security Fellow**                      **December 2008 to present**

- Fellowship in security affairs and public policy.

**SEABURY BOOKS/CHURCH PUBLISHING INC.**                      **LONDON, UK**  
**London Editor**                      **October 2003 to May 2005**

- Initiated and managed the company's London office, responsible for all publishing efforts in Europe.
- Commissioned and published books on political and social identity, economic development and just war theory.
- Acquired books for co-publication, liaised with European publishers and conducted market research.

**EPISCOPAL DIOCESE OF MASSACHUSETTS**                      **BOSTON, MA**  
**Assistant for International Affairs, Episcopal Bishop of Massachusetts**                      **October 2002 to September 2003**  
**Policy Associate, Episcopal City Mission (ECM)**

- Drafted speeches, talking points, op-eds, press releases; organized events relating to Iraq, Israel, Palestine, and Africa.
- Served as press officer and policy advisor for a fact-finding mission to Israel and Palestine.
- Coordinated the Diocese of Massachusetts' efforts regarding affordable housing and homelessness.

**INTERNATIONAL CENTER FOR RELIGION AND DIPLOMACY**                      **WASHINGTON, D.C.**  
**Ronald H. Brown Fellow**                      **May 2000 to August 2000**

- Lead policy researcher on self-determination movements in the Sudan and the Sudanese civil war in the South, Egyptian and Sudanese constitutional development, international law, and *Shari' a* (Islamic law).
- Conceived, designed and organized an international panel on religion and conflict that was held at the State of the World Forum in 2000.

## EDUCATION

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**M.A.L.D., THE FLETCHER SCHOOL OF LAW AND DIPLOMACY**                      **MEDFORD, MA**  
*Sherry Mueller Scholar in Educational and Cultural Diplomacy*                      **2005 to 2007**

- Field specializations: International Security Studies and U.S Foreign Policy (in South Asia and the Islamic World).
- Relevant course work in: foreign and defense policy planning; South Asian, Central Asian, and Middle Eastern history; terrorism, counter-terrorism and counterinsurgency operations; international law and organizations; international economics and international business; international development; oceanic history and maritime affairs.
- Master's Thesis: *The Crescent and the Crown: Muslim Extremism in the United Kingdom*. Thesis explored the role of South Asian Muslim diaspora communities in fostering extremism in the United Kingdom and the relative successes and failures of British counter-extremism policies.

**A.B., MIDDLEBURY COLLEGE**                      **MIDDLEBURY, VT**  
Major in Religious Studies. *College Scholar, Deans List, Departmental Honors, cum laude*                      **1997 to 2001**

- Honors Thesis: The Public Politics of Dorothy Day and Thomas Merton, 1939-1963.
- Head Coordinator, "One More Step" Mentor Program, *Foundation for Excellent Schools* (Cornwall, VT). Managed mentor programming at five Vermont and New York schools.
- Director, Middlebury College Peace Symposium.

RELEVANT CONFERENCES

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**CSIS/NDU Conference: Afghanistan and Pakistan on the Brink** 2008  
*Invited Participant*

**Aspen Strategy Group: U.S.-India Strategic Dialogue** 2008  
*Invited Observer*

REFERENCES

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ADDITIONAL INFORMATION

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*Computer skills: MS Word (2003-2007), MS Excel (2003-2007), MS PowerPoint (2003-2007).*



# Ashley R. Richardson

(b)(6)

## Experience

### **U.S. Department of Defense**

Washington, DC

*Confidential Assistant, International Security Affairs, October 2006-Present*

- ◆ Presidential Appointment
- ◆ Acted as personal and confidential assistant to the Assistant Secretary of Defense
- ◆ Managed coordination and logistics for the daily schedule of the Assistant Secretary
- ◆ Assisted with front office duties, answered phones, and greeted guests
- ◆ Coordinated briefing materials with programs and advisors for the Office of the Secretary
- ◆ Assisted in planning events and scheduling travel for the Assistant Secretary

### **Cookerly Public Relations**

Atlanta, GA

*Office Assistant, August 2006-September, 2006*

- ◆ Managed front office duties, answered phones
- ◆ Assisted Senior Vice President with account work for major clients
- ◆ Assisted with special projects related to various client accounts

### **U.S. Department of Energy**

Washington, DC

*Scheduler to the Secretary of Energy, April 2005-April, 2006*

- ◆ Presidential Appointment
- ◆ Managed coordination and logistics for the daily schedule of the Secretary
- ◆ Assisted in managing the Secretary's scheduling request process
- ◆ Acted as Secretary's executive assistant in his/her absence
- ◆ Coordinated briefing materials with programs and advisors for the Office of the Secretary that impacts the schedule for the Secretary
- ◆ Coordinated and held scheduling meetings with the Secretary and Chief of Staff in Director's absence
- ◆ Assisted in planning and advancing events for the Secretary

### **55<sup>th</sup> Presidential Inaugural Committee**

Washington, DC

*Caging and Lockbox, Treasury Department, December 2004-January 2005*

- ◆ Directed research at National Archives of past Inaugural Ceremonies
- ◆ Processed all monetary funds and contributions for Inaugural Ceremonies

### **Republican Party of Florida**

Clearwater, FL

*Field Director, Pinellas and Pasco Counties, May-November 2004*

- ◆ Directed Victory 2004 campaign activities in two of the top swing counties in the United States consisting of more than 10,000 volunteers
- ◆ Organized GOTV activities for six offices, including phone banking, precinct walking, volunteer recruitment, social conservative and church coordination, voter registration, absentee ballot coordination, and transportation to early voting and polling locations.
- ◆ Implemented the 72 Hour Program in Pinellas and Pasco Counties of Florida, a program designed to significantly increase voter turnout through GOTV activities.
- ◆ Coordinated campaign events with the President and national surrogates such as Vice President Cheney, First Lady Laura Bush, Rudy Giuliani, Ken Mehlman, and Ralph Reed

### **Lamar Alexander for Senate**

Nashville, TN

*Intern, Finance Office, August-November 2002*

- ◆ Assisted finance office with campaign fundraiser events with the President, Vice President, and former President George Bush
- ◆ Coordinated for mailings, phone banks, and volunteer activities

**Bob Barr for Congress**

Woodstock, GA

*Phone Bank Coordinator, May-August 2002*

- ◆ Assisted with campaign and fundraising events with national surrogates and local officials
- ◆ Directed large phone banking operation and ran volunteer office
- ◆ Recruited and coordinated volunteers in aggressive grassroots goals

**The White House**

Washington, DC

*Intern, First Lady Laura Bush's Projects Office, January-May 2002*

- ◆ Assisted Mrs. Bush's staff with planning events such as teacher conferences and author symposiums
- ◆ Handled correspondence concerning Mrs. Bush's education initiatives
- ◆ Assembled briefing information for Mrs. Bush and staff for trips abroad

**Education****Belmont University**

Nashville, TN

*Bachelor of Arts in Political Science, Minor in Broadcasting, Received May 2004*

- ◆ 3.26 GPA, Dean's List 2002-2003
- ◆ Kings College, London, England- Study Abroad Program, Summer, 2003

(b)(6)  
**Publication**

- ◆ "Gubernatorial Agenda Setting in the American South" The Fourteenth Annual Belmont Undergraduate Research Symposium, Journal of Proceedings, Volume XII, 2004

**Volunteer Experience**

- ◆ Belmont University Collegiate Republicans, Campaign Director, 2002-2004
- ◆ Organized rallies for College Republicans to support troops in Iraq
- ◆ Volunteer at Tennessee Republican Party for 2002 Republican candidates
- ◆ Volunteer at The Extension, Drug and Alcohol Rehabilitation Center, 2002-2003
- ◆ Four Missionary Trips to Guerro Mexico, and Montego Bay, Jamaica

## JUSTO ROBLES III

My experience is rooted on working with communities to conceive and execute solutions through political means. Through my work with labor unions such as the California Teachers Association; community organizations such as National Council of La Raza; and prominent religious and political leaders (both Democrats and Republicans), I have learned that we all share a common interest to better understand how to reconcile and solve the challenges of providing world class education, adequate health care, and a strong national security. My education and experience have honed my capacity to analyze problems, draft arguments, and efficiently present ways to approach situations in different settings. I am fluent in Spanish with a serious interest in learning through and from different communities and cultures.

**B.A. in International Relations and Political Science**  
 (Double Major with emphasis: International Law and American Public Policy)  
 San Francisco State University, San Francisco, CA (2005)

- 
- Department of Homeland Security: Correspondence Analyst (Political Appointment)** **April, 2009 – Present**  
 Coordinate communication between Secretary Napolitano and other government entities. Duties include drafting, editing, and coordinating responses between Departments on behalf of the Secretary. I also assisted the White House Liaison in researching, vetting, and advising the development of the Homeland Security Advisory Committee.
- Senator Michael Bennet (D-CO) National Finance Committee: Fundraising Associate** **March, 2009**  
 Assist the fundraising team to schedule and coordinate call time with Senator Bennet and donors. Maintained the fundraising database of donors. Duties included preparing fundraising briefs for the Senator and maintaining relationships between the campaign and community leaders.
- Presidential Inaugural Committee: Political Assistant** **December, 2008 – January, 2009**  
 Assist the political department in maintaining relations with elected officials and prominent supporters on behalf of the Presidential Inaugural Committee. As Political Assistant I prepared and conducted briefs for principals and coordinated multiple activities.
- Obama for America, General Election: Colorado Deputy Political Director** **June, 2008 – November, 2008**  
 I was given wide latitude to take initiative and entrusted to make important decisions. In my capacity as Deputy Political Director I managed the campaign relationships with elected officials and prominent campaign supporters. Responsibilities included; preparing political briefs, staffing elected officials and prominent state and national leaders, and facilitating surrogate requests from the communications, field, policy and constituency teams. In addition I established effective systems for monitoring the public activities of opponents, coordinated information flow, and prepared reports which contained analysis, internal polling, and recommendations that were timely and useful to the overall campaign.
- The Strategy Group / Norma Torres for Assembly, District 61, CA.: Campaign Manager** **March, 2008 – June, 2008**  
 Managed paid and volunteer staff in a successful primary campaign. Responsibilities included: political outreach, field operations, fundraising coordination, and scheduling. The campaign that I managed resulted in a twenty-point margin of victory, in a field of four candidates. The campaign required managing the staff, the candidate, and her family to assure discipline in message and action.
- Obama for America, Primaries: Regional Political Director: El Paso, TX** **March, 2007 – March, 2008**  
 Secure endorsements and maintain the relationship between the campaign and elected officials and super-delegates in the El Paso region of Texas. Also staff, brief, and prepare surrogate events in the region.
- Director: Nevada Youth Vote**  
 Develop and implement the youth vote and Latino outreach plan for turning out youth voters. This required the identification, training and management of a constantly changing cadre of volunteers.
- Latino Outreach: New Mexico**  
 Organize field operations in the Latino and union delegate-heavy southern region of New Mexico.
- Deputy Field Director: Chicago**  
 Mobilize and organize support behind Senator Obama by developing a network of volunteers in Chicago to provide local and nationwide support to the campaign. This required, in part, coordination of the Sister City Program that linked Obama supporters in Illinois with those in Iowa. I also coordinated Camp Obama which trained volunteers to be more effective in Chicago and in the four early-primary states. Developed a grassroots network of Latino supporters in Chicago with connections nation-wide to support activities in Latino-dense states.
- Office of the Mayor: San Francisco: Assistant to the Liaison to the Asian-American Community and Latino Community**  
**2004 – 2005**  
 My responsibility was to strengthen the connection between the Mayor's Office and the Chinese-American community. This included presentations and meetings with the press, organizations and other political offices in city hall.
- Gavin Newsom For Mayor Campaign**  
**2003 – 2004**  
 Managed volunteers and voters in a predominantly Latino district of San Francisco. Organized meetings with leaders of Latino community organizations in order to coordinate the strategy for mobilizing voters. Worked to include minority organizations.

## Sergio G. Rodriguez Jr.

### EXPERIENCE

#### Department of Defense

*Special Assistant for Intelligence & Networks Information, Schedule C Appointee*  
*Office of Legislative Affairs*

Arlington, VA  
Apr 2007 - Present

- Assists and analyzes Intelligence and Networks Information portfolio on behalf of the Secretary of Defense for the legislative team. Acts as liaison between Under Secretary for Intelligence and Chief Information Officer, along with staff, to brief Congressional members, prepare testimony and interpret legislative language. Top Secret/SCI/TK/G/H clearance

#### United States Navy

*Intelligence Officer (Reservist), Lieutenant Commander*

Iraq/Djibouti  
Jul 2006 - Jan 2007

- Served as an advisor on intelligence matters for civil military affairs unit as a Reservist to support reconstruction efforts overseas. Activated to support Operation Enduring Freedom with Naval Expeditionary Combat Command. Top Secret/SCI clearance

#### Department of the Treasury

*Special Advisor to Under Secretary for Terrorism & Financial Intelligence, Schedule C Appointee*

Washington, DC  
Jan 2005 - Jul 2006

- Analyzed and briefed the Under Secretary on intelligence and counter terrorism efforts. Acted as liaison to bureau directors and assisted in Bank Secrecy Act, PATRIOT ACT, financial crimes, and enforcement matters.
- Coordinated congressional testimony and speeches for Under Secretary. Drafted briefs related to terrorism, narcotics trafficking, money laundering and other crimes for inter-agency meetings. Worked on policy initiatives regarding North Korea, Cuba sanctions, intellectual property theft, charitable sector outreach, and financial services sector outreach. Top Secret/SCI clearance

#### Bush Cheney 2004, Inc.

*Deputy Hispanic Outreach Director; Southwest Coalition Coordinator*

Arlington, VA  
Oct 2003 - Dec 2004

- Coordinated efforts at national and state level to maximize support from Hispanic organizations and individuals.
- Organized total of 52 coalitions for the purposes of teambuilding, planning events and coordinating media in six states including Arizona, California, Colorado, Hawaii, New Mexico and Texas

#### The White House

*Military Aide, White House Military Office*

Washington, DC  
May 2003 - Sep 2003

- Assisted military operations and social events supporting the Executive Office of the President

#### United States Navy

*Legislative Coordinator, Office of the Assistant Secretary of the Navy*

Washington, DC  
Oct 2001 - May 2003

- Prepared and interpreted budgetary and fiscal legislation proposals for the Senate and House Armed Service Committees

*Naval Supply Officer; Public Affairs Officer, USS CURTS (FFG 38)*

San Diego, CA  
Jun 1998 - Oct 2001

- Operationally deployed to assist in Counter-Drug operations and enforcement of oil sanctions in the Middle East. Also, part of task force sent to South East Asia for counter-terrorism exercises

#### United States House of Representatives

*Intern, Congressman Christopher Cox (R-CA)*

Washington, DC  
Dec 1997 - Jun 1998

- Assisted in drafting National Security and military concerns for Select Committee on Intelligence

### EDUCATION

**University of California at Santa Barbara**  
Bachelor of Arts, Political Science

Santa Barbara, CA  
Jun 1997

### ADDITIONAL ITEMS

- [REDACTED]
- National Rifle Association; Reserve Officers Association (Life Member), University of California Alumni Board member

# CAROLINE E. ROSS

(b)(6)

## EDUCATION

### **Vanderbilt University**

*Bachelor of Science* cum laude, graduated May 2005

Human & Organizational Development major, Art History minor

GPA: Major 3.75/4.0, Minor 3.75/4.0, Overall 3.43/4.0

### **Vanderbilt Academic Program in Florence, Italy**

**University of Florence**, August 2003-December 2003

Intensive abroad program studying Art History and Italian language while residing with Italian roommates

## PROFESSIONAL EXPERIENCE

### **Presidential Appointee, White House Liaison Office, Pentagon - Confidential Assistant**, Nov. 2005-Present

Manage and coordinate official senior level appointments and requests for the Director of White House Liaison to the Secretary of Defense. Oversee daily operational tasks to help hire and transition fellow Political Appointees in DoD. (b)(6)

### **The Strategic Alliance - Assistant**, July 2005-October 2005

Assisted CEO by arranging private meetings for the former US Ambassador to Saudi Arabia with local business leaders to discuss possible economic development in Saudi Arabia.

### **McNeely Pigott & Fox Public Relations Firm- Intern**, September 2004-December 2004

Responsible for client-based tasks and projects including: drafting press releases, Access data entry, client/task research, event planning, and overall comprehension of media relations.

### **Nantucket Island Resorts- Reservation Agent**, May 2003-August 2003

Scheduled reservations for resort guests and maintained effective communication skills in a fast pace work environment. Participated in company's annual organizational training seminar.

## POLITICAL EXPERIENCE

### **Bush Cheney 2004 Presidential Campaign Headquarters- Communications Intern**, May 2004-August 2004

Accountable for daily national news clippings regarding the Presidential campaign and executing staff requests in the Communications department. Organized documents and releases for National Communications Director and operated constant incoming phone bank in a high stress environment.

### **Kansas Governor Bill Graves, Campaigns and Elections, Grassroots Volunteer**, 1994 & 1998

## HONORS

**Vanderbilt University Dean's List**, Spring 2003, Fall 2003, Spring 2004, Fall 2004, Spring 2005

**National Dean's List Honoree**, Fall 2004

**National Honors Society**, 1999-2001

**Notre Dame de Sion Leadership Scholarship**, 1997-2001

## ACTIVITIES

### **Ewing Marlon Kaufman Youth Advisory- Board Member**

One of twenty high school students selected to evaluate proposals regarding funds to develop community service projects and service awareness in Kansas City. This commitment included board-funded service site inspections and weekly grant hearings.

### **Kappa Kappa Gamma Sorority- Event Chair**

Organized negotiations and supervision for sorority social events while drafting contracts with local venues and entertainment, managed social event budget for each semester, delegated responsibilities and supervised over social committee.

### **InterHall Campus Residence Representative- Representative**

Freshman class representative regarding housing and/or residential concerns and activities.

**Community Service** -Completed well over 1,000 hours of service in many facets of my home community in Kansas City, MO, as well as over 200 hours of service through Vanderbilt University

## INTERESTS, SKILLS

**Communications:** Strong communication skills with individuals for personal, social, and professional interests.

**Computer skills:** Microsoft Word, Power Point, Excel, Access.

## VICTOR ALEXANDER DAVID ROSTOW

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*Effective and experienced senior program manager*, with a twenty-five-year success record in international and domestic policy administration, domestic and international law and negotiations and operations management, crisis supervision, public, corporate and congressional relations, strategic planning, direction of complex, executive-level, long-term projects.

### **PERSONAL PROFILE**

- *Effective team leader/team builder* who uses training, individual empowerment and skilled, intuitive supervision to build group cohesion and achieve maximum results.
- *Skilled communicator/dynamic writer* with unique abilities to draft targeted responses to, and frame cogent explanations of complex positions; recognized skill at achieving consensus among divergent parties; gifted speaker/teacher to widely diverse audiences.
- *Experienced international negotiator/diplomat* with exceptional understanding of multi-cultural motivations and extensive experience drafting bilateral and multilateral agreements with the Russians, Japanese and Europeans. Senior Executive Service 1987-1994.
- *Respected attorney/counselor/litigator* who has initiated and directed international negotiations, complex litigation and interagency programs for the Departments of Justice and Defense; successful law practice representing corporate and institutional clients.

### **SELECTED ACCOMPLISHMENTS**

**APPOINTED** twice and by two different Administrations to be Deputy Assistant Secretary of Defense (acting); managed overall operations, liaison with other federal agencies, Congress and foreign governments; supervised policy analysts and negotiators; responsible for development and implementation of all conventional arms control negotiations, arms transfer policies, European security, peacekeeping and laws of war.

**MANAGED** from conception to final signature (3 1/2 years later) negotiation of a highly technical international agreement (Open Skies Treaty), including development and drafting of the initial proposal, supervision of departmental negotiators and technical staff and personal handling of critical "end-game" discussions with the Russian Ambassador.

**DIRECTED** an instrumental change in hiring practices that significantly increased the number of women and minorities in both staff and supervisory positions; with limited resources, built a team that effectively represented departmental and U.S. government interests in up to 10 security-related international negotiations and forums.

**NEGOTIATED** with the United Kingdom and the Federal Republic of Germany a "common view" of operational law of war principles, which greatly facilitated multinational discussions during the Gulf War.

**RECRUITED** from the Department of Justice to the Department of Defense to direct a task force that successfully altered U.S. government policy and subsequently allied governments' policies with respect to a treaty that negatively impacts U.S. military operations.

**SELECTED** to become the Immigration and Naturalization Service's first Director of Litigation; reorganized numerous INS operating procedures; managed all litigation against INS involving

policy issues; implemented a "no settlement" policy, which significantly decreased nuisance litigation and improved the Service's win/loss record.

**DEVELOPED and TAUGHT** a course on Fourth Amendment law for Immigration Officers, emphasizing operational applications, that reduced litigation for violation of individual rights.

**DRAFTED** for DynCorp's National Security Programs division a proposal to alter a key military policy respecting the implementation of the Chemical Weapons Convention.

**COORDINATED** team that drafted and initiated implementation of Patent and Trademark Office's Asset Management Program.

**CO-AUTHORED** arms control critique of Dayton Peace Accords for the Department of Defense.

**PROFESSIONAL EXPERIENCE (Management, Legal, Corporate)**

**February 2003 to Present: Office of the Under Secretary of Defense for Policy.**

**1994 to February 2003: Independent Consultant for United Negro College Fund, Institute for International Public Policy; Synergy, Defense Regional Security Study; US Patent & Trademark Office; Grammarians, Inc.**

**1989-1990 and 1992-1993 Office of Under Secretary of Defense for Policy, Deputy Assistant Secretary of Defense (Acting), Conventional Forces and Arms Control Policy.**

• Provided overall policy direction and management for group charged with developing defense policy in all conventional (non-nuclear) arms control negotiations. Responsible for development, coordination and implementation of negotiations policy for the Chemical Weapons Convention, Open Skies Treaty, Conventional Forces Europe Treaty, and on-going bilateral and multilateral negotiations on chemical and biological weapons, arms transfer policies, European security, peacekeeping and law of war. Senior Executive Service.

SES 2

**1987-1994 Office of the Assistant Secretary of Defense for International Security Policy, Principal Director & Counselor, Conventional Forces & Arms Control Policy.**

• Day-to-day management and policy oversight for chemical weapons and conventional forces negotiators, law of armed conflict and humanitarian law policy development. Responsible for supervising multilateral arms control negotiations and treaty compliance matters, providing policy direction and legal counsel to directors and professional staff on CW and BW policy, conventional forces arms control, Middle East arms control, European security. Conference on Disarmament, United Nations and Red Cross law of war negotiations. Senior Executive Service.

SES

**1985-1993 Office of the Assistant Secretary of Defense, International Security Policy, Counselor to the Deputy Assistant Secretary of Defense, Negotiations Policy; Director, Long Range Policy.**

• Responsible for supervision of staff coordination of legal issues for arms control negotiations and treaty compliance matters, providing policy direction to senior executives on humanitarian law and law of war issues, east-west relations. civil nuclear policy, IAEA, UNHCR, ICRC matters, Title VIII funding for Soviet-East European studies, US Institute of Peace. Senior Executive Service.

GS-15  
SES 1

**1982-1985 Department of Justice, Immigration & Naturalization Service, Associate General Counsel, Director of Litigation.**

- Management of complex civil and criminal litigation involving INS policy, detention, Fourth Amendment, sensitive prosecutions. Responsible for counseling operational divisions of INS, advising and assisting DOJ and US Attorneys in conduct of INS litigation, liaison with DOJ Civil and Criminal Divisions, legal advisor to INS undercover operations committee.

GS 15

**1981-1982 Department of the Navy, Attorney Advisor, Board for Correction of Naval Records.**

- Preparation and argument of contested performance appeal cases; drafting of findings of fact, recommendations and Board Opinions.

GS 13

**1977-1981 Fried, Frank, Harris, Shriver & Kampelman, Senior Associate, Immigration & Citizenship.**

- Practice areas included representation of Native American tribes and immigration and citizenship matters. Other work included federal agency/congressional administrative and legislative practice and general corporate matters. Cofounder/Counsel to Iranian Jews of America.

**1971-1973 TelePrompTer Corporation, Regional Public Relations Manager.**

**1969-1971 General Instrument Corporation, technical writer.**

**EDUCATION**

J.D., 1977 Faculty of Law and Jurisprudence, SUNY Buffalo. Constitutional & International law.  
B.F.A., 1969 New York University, School of the Arts. Acting and Voice.  
E.E.O. Manager Course, 1982 Department of the Navy.

**AWARDS**

Selected as Navy Equal Employment Opportunity Counselor, 1982  
INS Commissioner's Special Commendation Award, 1984  
INS Enforcement Division Award, 1985  
Secretary of Defense Medal for Distinguished Service, 1989  
Secretary of Defense Medal for Meritorious Service, 1992

**PUBLICATIONS**

Chemical Weapons: Tears or Biers?, The Washington Times, 18 July 1994  
Pacific Frontier Potential?, The Washington Times, 6 September 1994  
Arms Control Aspects of the Dayton Peace Accords, 1997  
Asset Management Manual, US Patent & Trademark Office, 1998

# JOSHUA S. ROTHSTEIN

## LEGAL EXPERIENCE

**PAUL, WEISS, RIFKIND, WHARTON & GARRISON LLP, New York, NY**

*Associate*

September 2006 – September 2007; September 2008 – Present

*Summer Associate*

May 2005 – August 2005

Researched and drafted several motions for summary judgment. Researched and drafted a motion in opposition to class certification. Assisted in the depositions of class action plaintiffs. Drafted interrogatories. Conducted witness interviews in connection with an internal investigation. Prepared witnesses for deposition testimony. Researched and drafted memoranda on international and electronic discovery.

**HONORABLE JOSEPH F. BIANCO, UNITED STATES DISTRICT JUDGE FOR THE EASTERN DISTRICT OF NEW YORK, Central Islip, NY**

*Law Clerk*

September 2007 – August 2008

Researched and drafted opinions on complex cases involving criminal law, civil rights, contracts, employment law, torts, and intellectual property. Handled case management duties and coordinated conferences, hearings, and trials.

**UNITED STATES DEPARTMENT OF JUSTICE – CRIMINAL DIVISION, Washington, DC**

*Legal Intern for Asset Forfeiture and Money Laundering Section*

May 2004 – August 2004

Researched and drafted advisory memoranda on the effect of Supreme Court cases on asset forfeiture. Researched and drafted a manual of key case citations and analysis.

## POLITICAL EXPERIENCE

**OBAMA FOR AMERICA**

*Volunteer*

February 2007 – September 2007; September 2008 – November 2008

Assisted Core Foreign Policy Team. Advised Jeh Johnson on foreign policy and international law issues. Drafted sections of debate preparation book. Assisted Samantha Power and Jeh Johnson in drafting memorandum on Guantanamo and detainee issues. Prepared Jeh Johnson for surrogate appearances. Co-founded New York chapter of Generation Obama. Raised funds on behalf of campaign. Organized and recruited young professionals in the New York area for fundraising and volunteer opportunities. Canvassed voters in West Philadelphia.

**CONGRESSMAN STEVE ISRAEL, Washington, DC**

*Intern*

January 2001 – May 2001

Performed fact research in connection with draft legislation. Drafted press releases. Coordinated media and public relations events. Wrote letters in response to constituent concerns. Aided in the development of policy speeches before congressional committees.

## EDUCATION

**COLUMBIA LAW SCHOOL, New York, NY**

J.D., May 2006

Honors: Harlan Fiske Stone Scholar

Activities: Columbia Journal of Transnational Law, Head Notes Editor

**THE GEORGE WASHINGTON UNIVERSITY LAW SCHOOL, Washington, DC**

August 2003 – May 2004

GPA: 3.69

Honors: George Washington Scholar (top 1% - 15% of class, as of Spring 2004)

Activities: Alternative Dispute Resolution Board, GW Client Counseling Competition – Finalist

**THE GEORGE WASHINGTON UNIVERSITY, Washington, DC**

B.A., *magna cum laude*, Political Communication, May 2003

Honors: The George Washington University Excellence in Student Life Award, Member of the University Honors Program

**JOSHUA S. ROTHSTEIN**

**EDUCATION**

**COLUMBIA UNIVERSITY SCHOOL OF LAW, New York, NY**

J.D., May 2006

Honors: Harlan Fiske Stone Scholar

Activities: Columbia Journal of Transnational Law, Head Notes Editor

**THE GEORGE WASHINGTON UNIVERSITY LAW SCHOOL, Washington, DC**

August 2003 – May 2004

GPA: 3.69, George Washington Scholar (top 1% - 15% of class, as of Spring 2004)

Activities: Alternative Dispute Resolution Board, GW Client Counseling Competition – Finalist

**THE GEORGE WASHINGTON UNIVERSITY, Washington, DC**

B.A., *magna cum laude*, Political Communication, May 2003

Honors: The George Washington University Excellence in Student Life Award

Member of the University Honors Program

**WORK EXPERIENCE**

**PAUL, WEISS, RIFKIND, WHARTON & GARRISON LLP, New York, NY**

*Associate*

September 2008 – Present

September 2006 – September 2007

May 2005 – August 2005

*Summer Associate*

Researched and drafted several motions for summary judgment. Researched and drafted a motion in opposition to class certification. Assisted in the depositions of class action plaintiffs. Drafted interrogatories. Conducted witness interviews in connection with an internal investigation. Prepared witnesses for deposition testimony. Researched and drafted memos on international and electronic discovery.

**CHAMBERS OF THE HONORABLE JOSEPH BIANCO (EDNY), Central Islip, NY**

*Law Clerk*

September 2007 – August 2008

Researched and drafted opinions on complex cases involving criminal law, civil rights, contracts, employment law, torts, and intellectual property. Handled case management duties and coordinated conferences, hearings, and trials.

**UNITED STATES DEPARTMENT OF JUSTICE – CRIMINAL DIVISION, Washington, DC**

*Legal Intern for Asset Forfeiture and Money Laundering Section*

May 2004 – August 2004

Researched and drafted advisory memos on the effect of recent Supreme Court cases on asset forfeiture. Researched and drafted an annotated manual with United States case citations and analysis for Asset Forfeiture Unit.

**PEAK MANAGEMENT GROUP, Washington, DC**

*Intern*

November 2002 – August 2003

Researched potential clients. Developed presentations and proposals for prospective clients. Assisted in the creation of recording label, Isoh Entertainment, Inc. (Clients included Steve Francis, Juan Dixon and Chris Wilcox.)

**COLONIAL INAUGURATION – THE GEORGE WASHINGTON UNIVERSITY, Washington, DC**

*Coordinator*

September 2001 – September 2002

Hired, trained and supervised 32 orientation leaders as well as over 20 support staff. Coordinated the registration of over 2,300 new students. Planned and implemented a two-and-a-half day orientation program for students and their families that won multiple national awards. Developed a comprehensive training schedule for the staff.

**OFFICE OF CONGRESSMAN STEVE ISRAEL, Washington, DC**

*Intern*

January 2001 - May 2001

Researched information for drafting of legislation. Drafted press releases. Coordinated media and public relations events. Wrote letters in response to constituent concerns. Aided in the development of policy speeches before congressional committees.

William Rubens

(b)(6)

**EXPERIENCE**

**Committee on Homeland Security, Minority Staff, U.S. House of Representatives, Washington, D.C.**  
*Counsel to Ranking Member Peter T. King (R-NY)* March 2006 – Present

- Assigned counsel on the Safe Port Act of 2006 P.L., Chemical Facility Anti-Terrorism Act of 2006, Rail and Public Transportation Security Act of 2007 and the DHS 2007 Authorization Act
- Drafted memoranda of law and advised Ranking Member on national security, judicial and criminal law issues
- Responsible for the preparation of committee hearings; drafting opening statements and briefing memos for the Ranking Member.
- Conducted a 3 month in-depth investigation into the increased criminal activity along our nation's Southwest border and its impact on homeland security, which culminated in a report entitled "A Line in the Sand: Confronting the Threat at the Southwest Border"
- Lead responsibility for whipping operations for 5 subcommittees and full Committee

**United States Attorney's Office for the District of Columbia, Washington, D.C.**  
*Special Assistant U.S. Attorney* May 2005 – January 2006

- Prosecuted over 30 felony and misdemeanor bench and jury trials in the Superior Court of D.C.
- November 2005 Misdemeanor Assistant U.S. Attorney of the Month

**United States Department of State, Bureau of Consular Affairs, Washington, D.C.**  
*Presidential Management Fellow* December 2004 – March 2006

- Researched and drafted litigation reports, proposed changes to U.S. Code and regulations under the Administrative Procedures Act
- Detailed to the District of Columbia United States Attorney's Office to gain trial experience

**New York City Council, Office of the General Counsel, New York, NY**  
*Legal Intern* January – May 2004

**Forchelli Curto Schwartz Mineo Carlino and Cohn, Mineola, NY**  
*Summer Associate* Summer 2003

**Senator John McCain for President 2000, Lansing, MI**  
*Mid-West Youth Coordinator* August 1999 – March 2000

**EDUCATION**

**Fordham University School of Law, New York, NY**  
Juris Doctor, 2004

- Recipient of Public Interest Fellowship
- Associate Editor, *Fordham Environmental Law Journal*

**University of Michigan, Ann Arbor, MI**  
B.A. 2001, Political Science, concentration Middle Eastern Studies

- University Honors
- *Delta Chi* Fraternity

**MISCELLANEOUS**

- Admitted to practice in New York

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# BENJAMIN G. RUNKLE

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## EDUCATION

**Harvard University, Ph.D, Department of Government, June 2003**

Dissertation: "Symptom or Disease? Arms Races and the Causes of War"

Advisors: Stephen P. Rosen, Stephen M. Walt, Alastair Iain Johnston

Fellowships:

September 2002 – June 2003, International Security Program, Belfer Center for Science and International Affairs;

September 2001 – August 2002, Bradley Fellow, John M. Olin Institute for Strategic Studies;

September 1998 – May 2000, Benjamin and Helen Buttenweiser Fellowship.

**The Johns Hopkins University, B.A., 1994 (with General and Departmental Honors) in International Studies**

**Honors:** 1994 Robert W. Tucker Award for Best International Relations Senior Thesis, "Military Intervention in America's Post-Gulf War Foreign Policy;" Phi Beta Kappa; Pi Sigma Alpha; Golden Key National Honor Society; Dean's List (five semesters).

## EXPERIENCE

**Department of Defense, May 2003 – Present, Action Officer, OSD/ISA/NESA-NG**

- Served as analyst in office responsible for planning and coordinating DoD policy in post-conflict Iraq.
- Wrote memorandum and testimony for Secretary of Defense, Deputy Secretary of Defense, and Undersecretary of Defense for Policy.
- Assisted in development of DoD policy on Iraqi debt relief, Iraqi seized assets, and foreign direct investment in Iraq.

**Harvard University, September 1998 – May 2003**

- Student Chairperson, 2002 Harvard Colloquium on International Affairs, "Globalization After September 11<sup>th</sup>: Has Anything Changed?"
- Teaching Assistant, Professor Graham Allison and Ambassador Robert Blackwill, "Central Issues of American Foreign Policy," Spring 2001.
- Teaching Assistant, Professor Ernest May, "The Cold War," Fall 2000.
- Teaching Assistant, Ambassador Robert Blackwill, "Pursuing the National Interest," Fall 1999 and Fall 2000.
- Research Assistant for Professor Stanley Hoffman, Fall 1998 – Spring 1999.

**Congressional Budget Office, National Security Division, June 1999 – August 1999, Intern**

- Wrote information paper on the origin and evolution of the "two major regional conflicts" strategy's role in U.S. force structure planning.
- Conducted directed research on the formation of U.S. national military strategy in the post-Cold War era.

**Institute for Defense Analyses, June 1998 – September 1998, Research Assistant**

- Developed analytic tools to compare Personnel Attrition Potentials for various weapons systems across different conflicts.
- Served as technical expert for project team seeking to improve the Department of Defense's modeling for modern combat simulations.

**United States Army, July 1994 – May 1998**

**September 1996 – May 1998: Battery Executive Officer**

**Headquarters and Service Battery, 1/319<sup>th</sup> Airborne Field Artillery Regiment, 82<sup>nd</sup> Airborne, Ft. Bragg, NC**

- Second in command of 160 paratroopers capable of no-notice deployment anywhere in the world within 18 hours.
- Responsible for maintenance and accountability of over \$5 million of equipment and vehicles.

**January 1995 – July 1996: Company Fire Support Officer / Platoon Fire Direction Officer**

**1/15<sup>th</sup> Field Artillery, Second Infantry Division, Camp Casey, Republic of Korea**

- Responsible for planning and execution of indirect fire support for a forward deployed armor company.
- Supervised integration of Korean Augmentees to United States Army (KATUSAs) into all section training events.
- All-Army wrestling team; qualified for final Greco-Roman Olympic Trials.

## PUBLICATIONS

- "The Battle of Jaffa, 1948: Urban Combat in the Israeli War of Independence," in John Antal and Brad Gericke, eds., *City Fights* (Presidio Press, 2003).
- "The ABM Treaty and Arms Race Myths," *The Washington Times*, December 21, 2001.
- "The Future of War and the Shaping of US Forces," *Harvard International Colloquium Paper* (May 2001).
- "Never At War: Why Democracies Do Not Fight One Another," (Book Review), *Harvard International Review*, Spring 1999.

## CLEARANCE AND SKILLS

- 
- Familiarity with Excel, Stata, and a variety of word processing software.

# Maggie M. Sadowska

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## WORK EXPERIENCE

### **Office of the Secretary of Defense, European Policy, Country Director**

April '06 – Present

- Manage all aspects of U.S. defense and security policy in addition to bilateral political-military relations with Czech Republic, Hungary and Slovakia
- Lead bilateral initiatives and participate in negotiations to enable the United States to base a ballistic missile defense radar in the Czech Republic and interceptors in Poland
- Engage the Austrians, Germans, Hungarians, Poles, Portuguese, Slovaks and Slovenes to encourage greater involvement in Iraq, Afghanistan, NATO, and other issues important to the U.S. Government and Secretary of Defense
- Support and advise senior Defense Department officials in meetings with their Central European counterparts on how to further U.S. interests in Central Europe, including the preparation of background papers, talking points, and speeches
- Represent the Office of the Secretary of Defense in international, bilateral, inter-agency and departmental meetings to discuss, develop and implement U.S. government policy toward Central-Eastern European countries

### **Office of the Secretary of Defense, NATO Policy, Defense Fellow-NATO Action Officer**

Aug. '03 – April '06

- Served as principal staffer on U.S. policy concerning NATO's relations with Russia and Trafficking in Persons
- Coordinated with other agencies to guide policy on NATO's relations with Ukraine, Afghanistan, NATO Contact Countries, NATO Mediterranean Dialogue, the Istanbul Cooperation Initiative, and Partnership for Peace and Enlargement
- Prepared intervention themes, background materials, talking points and briefing books for the Secretary of Defense and other senior Defense officials for their meetings with NATO Defense Ministers and other international counterparts
- Drafted Congressional correspondence and prepared senior officials for Congressional hearings
- Planned, executed and evaluated the annual NATO Crisis Management Exercise

### **White House, Office of Presidential Personnel, Intern**

Jan. – May '03

- Assisted with identifying and recruiting Presidential Appointees for positions in the Departments of Defense, Veterans Affairs, Homeland Security, State, Energy, the Peace Corps and CIA
- Coordinated with the White House Offices of Political Affairs, Clearance Counsel and Liaisons at Government Agencies to research and review resumes and applications of candidates for positions within the National Security Portfolio

### **Embassy of Chile, Political Department, Intern**

Sept. - Dec. '02

- Translated documents essential for dignitary visits and other diplomatic matters
- Briefed Senior Embassy officials regarding legislative and executive policies on international trade in Spanish and English
- Compiled, interpreted and analyzed media materials regarding politics, international relations and the economy

### **Congressman Mark Foley's Office (R-FL), Intern**

June – Aug. '02

- Conducted legal research for the legislative initiatives to reduce crime against children and drug-related offenses
- Briefed senior staff on topics such as constituent services and campaign tactics
- Responded to constituents' concerns regarding foreign policy, defense, veterans affairs, immigration and trade issues

## EDUCATION

University of Florida, Gainesville, Florida, B.A., Economics and Political Science

Dec. '02

## HONORS AND AWARDS

- *Kiwanis Club of West Palm Beach Scholarship Recipient* June '98 – May '02  
-- Awarded for Academic Excellence & Community Volunteerism
- *Florida Bright Futures Scholarship Recipient* June '98 – May '02  
-- Awarded for Academic Excellence (Top Rank: Full Tuition & Books)
- *American Red Cross of the National Capital Area Disaster Action Team Member of the Year* June '05  
-- Awarded for Outstanding Commitment and Dependability

## LANGUAGES AND OTHER QUALIFICATIONS

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## DUANE A. SAND

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**EDUCATION**

- 1985 - 1986 **United States Coast Guard Academy, New London, Connecticut**
- 44 of 247 (Electrical Engineering)
- 1986 - 1990 **United States Naval Academy, Annapolis, Maryland**
- Bachelor of Science in Computer Science. 397 of 1080
  - Regimental Adjutant. Varsity Football and Rugby.
- 1990 - 1992 **Naval Nuclear Power School and Prototype, Orlando, Florida and Idaho Falls, Idaho**
- Intense two-year graduate level studies in mechanical engineering, electrical engineering and chemistry. Nuclear engineering, power plant design, operation and management. Graduated 2 of 25.
- 1992 - 1995 **Navy Nuclear Trained Officer/Nuclear Test Engineer, Kings Bay Submarine Base, Georgia**
- Operation of submarine engineering plant including heat exchanger, hydraulic plants, pneumatic systems, turbines, diesel engines, oil systems, pumps, valves, water chemistry control, and AC/DC power systems. Supervised both shutdown/maintenance and operational periods. OSHA certified Safety Officer/Inspector.
- 1994 **Certified Nuclear Engineer of Naval Reactors by Department of the Navy (DOE).**
- 1995 - 1997 **Graduate Degree, University of Central Florida, Orlando, Florida**
- Master of Science in Industrial Engineering and Management. 3.750 GPA
  - Navy Command Managed Equal Opportunity/Drug and Alcohol Prevention

**EXPERIENCE**

- Jan 2005-06 (Recalled to active duty) Serving in Iraq/Kuwait. Promoted to Commander, USN.
- 2004 **\*\*CANDIDATE FOR UNITED STATES CONGRESS\*\***
- 59% - 41%. Lost to 12-Year Incumbent. Raised \$1.21 Million. [www.duanesand.com](http://www.duanesand.com)
- Project Manager for construction and owner of new 26-room Super-8 Motel, restaurant/bar/liquor store, and three 8-plex apartment buildings, ND and MN.**
- 2001 - 2003 **NAVIGATION/OPERATIONS OFFICER AND NUCLEAR WEAPONS OFFICER, USS FLORIDA (SSBN 728). PENTAGON REQUIREMENTS OFFICER. (Recalled to active duty)**
- Assigned Pentagon OPNAV Staff for 11 months for budget/assessment of UAV's, NMCI & ISR.
  - Supervised and trained 19-member team in safe operation of nuclear weapons delivery systems.
  - (b)(6)
- 2000 **\*\*CANDIDATE FOR UNITED STATES SENATE, NORTH DAKOTA\*\***
- 61% - 39%. Lost to 14-Year Incumbent. 2<sup>nd</sup> highest percentage of 13 Challengers in United States.
- 1997 - 1999 **Weapons Officer, USS ATLANTA, (SSN 712)**
- Led 33-member Combat Systems Department and all aspects of weapons readiness.
  - Officer of the Deck during Covert Ops in Bosnia and SSW during Nuclear Reactor Defueling.
- 1995 - 1997 **Division Director of Electrical Engineering Department., Naval Nuclear Power School, Orlando, FL**
- Managed, supervised and trained over 800 technicians per year on electrical theory and nuclear reactor plant operation and maintenance. Top 50% of 24 lieutenants.
  - Managed and trained 18 junior officer and senior enlisted instructors.
- 1993 - 1995 **Strategic Missile Officer/Nuclear Weapons Security Officer, USS WEST VIRGINIA (SSBN 736)**
- Responsible for maintenance and deployment capability of 24 ballistic missiles and their cargo during three strategic deterrent patrols in the Atlantic. (b)(6)
  - Led 35-member division. Ranked 1<sup>st</sup> of 11 Lieutenants/Junior Officer of Year.
- 1992 - 1993 **Damage Control Assistant/Safety and Electrical Officer, USS WEST VIRGINIA (SSBN 736)**
- Supervised startup, shutdown and operation for ALL ships systems aboard Trident Submarine.
- 1989 **Data Base Designer and Researcher - Yucca Mountain/Los Alamos National Laboratories**

**PERSONAL**

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# Marquita Vanessa Sanders

Local Address:

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## EDUCATION

*BACHELOR OF SCIENCE IN CRIMINOLOGY*

*The Florida State University, Tallahassee, Florida ~August 2006*

## PROFESSIONAL EXPERIENCE

Center for Leadership Innovation, Ellicott City, MD

February 2009- Present

*Executive Assistant to President/CEO*

Provided office and administrative duties for President and Vice President of Operations. Maintained calendars and performed office tasks such as, supply orders and inventory, mail dispersments, and other tasks required for daily operation of office and organization. Traveled and assisted program managers with quarterly workshops and conferences.

Campaign for Change, A Project of Democratic National Committee, Greensboro, NC

*REGIONAL GOTV COORDINATOR*

Sept 2008 – Nov 2008

Opened campaign field operations for 6 counties in for the general election 'battleground' state. Managed 30 Field Organizers and staff. Created the regional campaign, GET OUT THE VOTE program, and established relationships with local elected officials to identify creative strategies to galvanize the vote. In result, over 50,000 new voters were registered, turned out 142,101 democratic voters for the region.

Obama for America '08, Barack Obama Campaign for President, Jonesboro, GA

*REGIONAL FIELD DIRECTOR*

July 2008 – Sept 2008

Opened regional campaign field operations for the cresnet counties of Atlanta. Managed 20 Field Organizers and volunteer staff. Established and maintained volunteer and fundraising base within immediate local area. Created field program unique to the area while maintaining program goals and deadlines. Developed relationships with local political, community, and business leaders. Created programs to educated local residents on voter rights as well as national and local election laws.

Obama for America '08, Barack Obama Campaign for President

July 2007- July 2008

*FIELD ORGANIZER, AFRICAN AMERICAN AND FAITH CONSTITUENCY OUTREACH*

Implemented the Campaign GET OUT THE VOTE effort in 5 state primaries; NEVADA, TENNESSEE, OHIO, PENNSYLVANIA, AND INDIANA. In all of these states worked within base communities' organizations, with political officials, and faith leaders for endorsements and resources for field program. Participated in the planning and implementation of surrogate appearances and rallies. Helped establish and maintain field offices and volunteer headquarters and provided daily trainings for volunteer phone banks and canvasses. Used Votebuilder, VOTER ASSESSMENT NETWORK, all relevant data was collected.

State of Florida, Justice Administrative Commission, Tallahassee, Florida

Aug 2006- June 2007

*CONTRACTUAL SERVICES SPECIALIST*

Established case openings within the Court Appointed Attorney Tracking System. Pre-audit all vouchers presented by vendors for compliance with local Indigent Service Committee's rate structure and allowable costs based off court approved documentation. Updated and assessed billings for payment approval.

American Red Cross, Capital Area Chapter, Tallahassee, Florida

May 2006- Aug 2006

*INTERNSHIP*

Assist Director of Community Involvement with local and state wide fundraisers, board member recognitions, and programs. Volunteer with the *Board of Directors*, providing the meeting minutes, research, and input on direction of executive hiring and implementing the organization's objectives. Researched and updated yearly grants as well as organize and manage student and community volunteers. Create PowerPoint presentations and organized agendas for community programs.

# Marquita Vanessa Sanders

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## SCHOLARSHIPS

FLORIDA BRIGHT FUTURES SCHOLARSHIP RECIPIENT 2002

## SKILLS

Excellent customer service and communication skills • Superb multi-tasking and typing skills, 60 wpm • Proficient in VoteBuilder, Democratic Party Voter Assessment Network • Proficient in Microsoft Word, Power Point, and Excel

## MEMBERSHIPS/ AFFILIATIONS

The League of Young Voters - Leon County Teen Court, *Wrap Group Coordinator* - SISTUHS Inc- Mentoring/Community Development Organization~ Insight Party, Student Political Party ~ Phi Alpha Theta, Pre-Law Fraternity

*References provided upon request*

# Emily Sapienza



## EDUCATION

Salt Institute for Documentary Studies, Documentary Radio Program, Portland, ME, Certificate, May, 2005

Sarah Lawrence College, Bronxville, NY, U.S.A. Bachelor of Arts Degree, May, 1999

Concentrations: Social Sciences, Italian Language and Literature

Trinity College Rome Campus Semester Abroad, Rome, Italy, Spring, 1998

Focus: Italian Language, Art History

Aegean Center for the Fine Arts, Pistoia, Italy, Patos, Greece, Fall, 1994

Focus: Photography, Art History

## SKILLS

Competent with digital audio editing and audio slideshow production using Pro Tools LE, Audacity, and Soundslides. Experienced in photography. Expert with Word, Excel, Photoshop, and other Windows and Mac programs.

## POLITICAL EXPERIENCE

### Presidential Inaugural Committee 2009

November 2008 – Present

*HQ Operations Manager.* Manage all aspects of the daily operations of Presidential Inaugural Committee's headquarters. Work with the Technology Department and General Services Administration liaisons to set up the offices for a staff of 400 people.

Coordinate procurement of office equipment and supplies. Prepare and disseminate safety and security procedures. Manage effective receipt and delivery of mail and deliveries. Respond to a wide range of staff needs.

### Pennsylvania Campaign for Change, Philadelphia, PA

September – November 2008

*Deputy Regional Field Director/ GOTV Lead.* Worked with the regional field director in South, West and Southwest Philadelphia managing 16 campaign staffers, including 10 field organizers, and six GOTV organizers. Negotiated administrative and logistical issues in the field. Responded to a myriad of organizational, political, and personnel needs of the field organizers. Coordinated out-of state volunteers traveling to the region. Worked with field, IT, operations, and data departments to implement various aspects of the field program. Provided logistical, technical and organizational leadership in the implementation of the GOTV program.

### The Committee to Elect Andrea Silbert, Quincy, MA

April – June 2006

*Finance Assistant.* Documented and processed campaign contributions. Coordinated multiple aspects of fund raising events, from invitations, to staffing the event, to tracking event donations.

### Florida Democratic Party Coordinated Campaign, Polk County, FL

August – November 2004

*Lead Field Organizer.* Directed the Coordinated Campaign in Polk County. Organized the population to elect John Kerry and John Edwards in the 2004 Presidential election. Managed county campaign team of one full-time staffer and 20 stipended canvassers. Built an organization recruiting and directing a team of volunteers in all levels of campaign activity, from voter contact and to volunteer outreach. Organized and implemented systems in all aspects of the campaign office. Implemented the statewide campaign and GOTV program.

### Grassroots Campaigns, Inc., Boston, MA

April – August 2004

*National Recruitment Director.* Directed the national recruitment effort of the independent political firm that ran the grassroots fundraising arm of the Democratic National Committee. Managed a team of four recruiters. Interviewed and hired managerial staff for 40 campaign offices nationwide. Coordinated recruitment on college campuses and at political events. Created and directed all systems for the recruitment department. Strategized recruitment methods. Directed advertising. Screened resumes.

### John Kerry for President Campaign, NH, WI, OH

January – March 2004

*Volunteer Staffer.* Worked in three states as a volunteer in the primaries carrying out a variety of campaign tasks. Scheduled and managed volunteer activities, including: canvassing, lit drops, visibility, phone banking and event staffing for John Kerry events.

## NEWS & RADIO EXPERIENCE

**VillageSoup.com/Courier-Gazette**, Rockland, ME

June 2007 – September 2008

*Reporter.* Wrote daily news stories for online news website VillageSoup.com and newspaper The Courier-Gazette. Covered breaking news in greater Knox County. Covered municipal news in a three-town coverage area. Independently developed and executed story ideas. Wrote feature stories. Took, processed and uploaded digital photographs to the website, and prepared those images for print. Worked on tight deadlines, both producing web content and meeting print deadlines. Collaborated with reporters and editors to ensure prompt and accurate reporting of the news. Worked with editors and managers to pioneer to use of audio and multi-media content on the VillageSoup website.

**WRFR-LP 93.3 Rockland & 99.3 Camden**, Rockland, ME

June 2006 – June 2007

*General Manager.* Responsible for all aspects of running and maintaining WRFR-LP, a 100-watt community radio station based in Rockland. Managed a volunteer staff of 50 people. Oversaw all programming. Trained volunteers to use the broadcast studio and production equipment. Raised funds for the station by hosting events, writing grants, and soliciting donations. Managed station sponsorships, recruiting new sponsors, renewing old ones, and executing all corresponding administration. Produced promos and other content for the station. Resolved myriad of technical difficulties on a tight budget. Designed and wrote WRFR literature. Produced and hosted a weekly radio show in Italian.

**Atlantic Public Media, Transom.org**, Woods Hole, MA

September – December 2005

*Intern.* Produced and reversioned 30 second to 2 minute station identifications for the Cape Cod NPR stations, using interview tape, ambient sound and music. Oversaw the file management of the 700 station identifications, and created systems for their storage. Assisted in the production of The Transom Radio Hour, a radio show hosted by Jay Allison. Contributed to editorial decisions on show content. Assisted in researching and writing scripts for the host. Screened audio submissions to the Transom.org website, tracked submissions and corresponded with their producers.

**Maine Public Broadcasting Network**, Portland, ME

August 2005

*Intern.* Edited tape for broadcast use. Conducted and edited phone interviews. Wrote news copy. Researched news stories.

**Salt Institute for Documentary Studies**, Radio Program, Portland, ME

February – May 2005

Produced two seven minute documentaries using ProTools. Conducted background research and numerous interviews. Transcribed all interviews. Wrote several draft scripts. Completed all sound mixing and editing.

**National Public Radio Research Assistant**, Rome, Italy

November 2002 – February 2003

*Research Assistant* for National Public Radio's European Desk Senior Correspondent, Sylvia Poggioli. Conducted preliminary research for four pieces about Muslim communities in four European countries. Transcribed Ms. Poggioli's interviews.

**Galileo Online**, Rome, Italy

September 2000 – January 2001

*Head Translator.* Translated articles from Italian to English for an online weekly science magazine. Corrected and edited articles translated by the free-lance translators.

## TEACHING EXPERIENCE

**Penobscot School**, Rockland, ME

June 2006 – June 2007

*English and Italian Languages Teacher.* Taught 2 three-week courses in English as a second language to a diverse group of students from all over the world. Developed the curriculum for the courses. Tutored students individually and led field trips and extra-curricular activities. As Italian teacher, taught 5 semester-long courses, ranging from beginning to advanced. Planned and developed entire curriculum. Responded to individual students particular issues. Tutored private students.

**Harwich Community Learning Center**, Harwich, MA

June – August 2003

*Behavioral Assistant* to a twelve-year-old child with Down Syndrome attending a mainstream summer camp. Assisted her in camp activities. Kept a daily log on her progress. Designed and implemented behavior modification plans.

**American Overseas School of Rome**, Rome, Italy

September 2001 – June 2002

*English Teacher.* Taught three classes of beginning English as a Second Language a day to Kindergarten, First Grade and Third Grade students. Planned and designed three year long courses, utilizing multiple texts and resources.

**Berlitz International**, White Plains, NY; Rome, Italy

November 1999 – February 2000

October 2000 – June 2001

*English Teacher.* Trained in the Berlitz method of language instruction. Taught English to people of various nationalities in both private and group lessons. In Rome: Further training in the uses of advanced materials. Specialized in teaching the business sector.

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**Experience**August 2003-  
March 2004**Coalition Provisional Authority, Baghdad – Special Assistant, CPA Legislative Affairs**

Served as liaison between Iraqi Ministries, CPA Senior Advisors and Coalition's office in Washington. Coordinated CPA responses to Members of Congress and OMB regarding appropriated monies.

Prepared memos to Ambassador Paul Bremer regarding legislative matters and Congressional inquiries to the Supplemental Appropriations bill. Assisted with visiting Congressional delegations. During last month abroad, worked for CPA's Office of Private Sector Development advancing the Investment in Iraq Tour, handling logistics and press for seven city European tour headed by Iraq's Trade Minister.

April 2001-  
August 2003**U.S. Senator Don Nickles - Scheduling Director**

Responsible for the senator's daily calendar, as well as domestic and international travel. Coordinated senator's agenda with state, legislative and press staffs. Worked as a liaison to the White House, Senate and House Leadership, Committee staff and other Congressional Members. Prepared talking points and briefing materials.

October 2000-  
April 2001**U.S. Senator Bob Smith - Executive Assistant & Scheduling Director**

Developed and maintained senator's daily calendar, domestic and international travel. Coordinated with state, press and legislative staffs. Acted as liaison with Environment and Public Works Committee staff. Assembled all briefing materials for speaking engagements and travel.

March 1995-  
October 2000**U.S. Senator Connie Mack – Scheduling Director / Regional Representative**

As scheduling director, coordinated senator's daily itinerary in Washington, domestic and international travel. Developed and coordinated his official state travel. Managed weekly conference calls with six regional offices and press staff. As regional representative, initiated and maintained contacts with Central Florida community; coordinated and advanced the senator's meetings, speaking engagements and appearances. Accompanied the senator to regional events and represented his office in an official capacity in his absence.

June 1994-  
February 1995**USAfrica Airways – Assistant Operations Manager**

Managed daily freight operations and staff functions for a start-up international airline with routes from Dulles Airport to Cape Town and Johannesburg. Coordinated warehouse handling, documentation and cargo service for six flights weekly and more than one million per month in cargo revenue. Assisted in the development of operational policy implemented in USAfrica Airway's U.S. and Johannesburg offices. Responsible for USAfrica's dangerous goods cargo operations out of Dulles Airport.

March 1994-  
June 1994**Bradson Corporation – Management Analyst, Foreign Military Sales**

Provided management support for DOD contractor in support of U.S. Navy foreign military sales program. Monitored active cases and conducted financial audits for case closure.

January 1992-  
Sept 1993**ETC Peripherals – Account Executive, International Sales**

As account executive for high-tech computer company, responsible for sales to the Middle East and North Africa. Launched and managed direct mail campaign resulting in increased sales of more than 50% to the region. Clients included business and governmental organizations. Assisted our OEM in the development and layout of Farsi keyboard. Represented ETC Peripherals and product line at major industry trade shows.

October 1988-  
Sept 1989**Alroy, Inc – Executive Assistant to Vice President of Marketing**

Assisted with worldwide marketing campaign and distribution of recreational eyewear product line including the development of product brochures and marketing materials. Coordinated meetings and arranged domestic and international travel for company executives.

**Education**

B.A. International Studies, Minor, Political Science, 1991, University of South Florida, Tampa. Two years Arabic language study. Member Pi Sigma Alpha, Pi Gamma Mu and Sigma Iota Rho Honor Societies.

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### Employment

- Department of Defense**, Washington, DC, Office of the Secretary of Defense, Regional Director for the Levant, (1/02-present). Primary policy advisor to the senior Defense Department civilian leadership on Jordanian, Syrian, Lebanese, Israeli, and Palestinian affairs. Prepare memoranda, briefs, and talking papers for principals; travel with and brief principals prior to meetings with foreign officials. Recommend weapons sales and funding initiatives to key ME allies.
- Washington Institute for Near East Policy**, Washington DC, Research Fellow, (8/98-12/01). Researched Arab politics and governance in the Arab world and US policy in the ME, with an emphasis on the Palestinian Authority, Jordan and Syria. Wrote and lectured extensively about Palestinian and Islamic politics; lectured and provided comment and written analysis for the media; authored books.
- The Investigative Project**, Washington, DC, Senior Researcher, (4/97-8/98). Researched and wrote briefs on Middle Eastern terrorism and US counterterrorism policy; prepared congressional testimony on terrorism.
- SAIC/Pentagon**, Vienna, VA, Consultant, (9/95). Consultant to DoD on Egyptian affairs.
- University Research Corporation**, International Development Group, Bethesda, MD, Project Coordinator, (1/94-4/97). Managed \$2,000,000 and \$15,000,000 USAID projects in Jordan and Egypt.

### Education

- Master of Arts, Modern Middle Eastern History, University of Michigan, 1992
- Certificate, Center for Arabic Studies Abroad (CASA), American University of Cairo, Egypt, 1993
- Certificate, Arabic Language Institute (ALI), American University in Cairo, Egypt, 1992
- Bachelor of Arts, Political Science, University of Vermont, with honors, 1990
- Certificate, Overseas Program, Tel Aviv University, Israel, 1989

### Research and Select Publications

#### *Books*

Dancing with Saddam, Lexington Books, 2003.

Palestinian Democracy and Governance, Washington Institute Press, 2000.

#### *Scholarly Articles and Op-eds*

- "Beware of Anti-US Rants in the Mideast," *The Los Angeles Times*, August 26, 2001.
- "The Palestinian Authority: En Route to the State Department Terrorism List?" *PeaceWatch*, March 12, 2001.
- "An Arab Debate on Child Sacrifice," *Jerusalem Post*, November 15, 2000.
- "Removing Syria From the List of State Sponsors of Terrorism: Between Peace and Counterterrorism," *PeaceWatch*, January 5, 2000.
- "Is a Jerusalem Deal Enough for Peace?" *New York Post*, July 24, 2000.
- "The Palestinian Authority: A Hybrid Creation," *Middle East Quarterly*, September 1999.
- "Will the US Keep Pressing Terrorists?" *Newsday*, August 25, 1998.

### Awards

- Book Research Grant, Smith Richardson Foundation. 1999.
- CASA Fellowship, American University in Cairo, Egypt. 1992-1993 Academic Year.
- Phi Beta Kappa, University of Vermont (UVM), 1990.
- Kidder Scholarship Award, UVM, 2 year undergraduate tuition fellowship, 1988-1990.

# SCOTT A. SCHMIDT

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## EXPERIENCE

### Energy and Commerce Committee, U.S. House of Representatives

Washington, DC

Energy & Environment Assistant, Energy & Air Quality/Environment & Hazardous Materials

2006-Present

- Provide research support for various policy analyses: Energy Policy Act of 2005, Persistent Organic Pollutants, Corporate Average Fuel Economy Standards, Nuclear Waste, Refinery Permit Streamlining, etc.
- Assist Energy & Environment clerk with hearing logistics and facilitation.
- Serve as administrative assistant/scheduler and coordinator to Energy & Environment chief counsel.
- Previously served as staff assistant for full committee; coordinated daily office administrative functions.

### Buffalo/Niagara WorldConnect

Buffalo, NY

Intern

2005

- Developed and implemented an interactive/international cultural learning program for Buffalo City Schools.
- Planned and organized itineraries for more than 30 international dignitaries and visitors to the Buffalo area.
- Completed large-scale overhaul and expansion of organization's Web site.
- Researched grant proposals to help subsidize a loss in Erie County program funding due to budget cutbacks.

### University at Buffalo School of Law

Buffalo, NY

Assistant to the Dean

2004-2005

- Coordinated daily administrative functions; organized office correspondence.
- Operated and maintained the School of Laws front desk.
- Recorded and reviewed semi-annual adjustment of faculty payroll.

## 2006 CAMPAIGN VOLUNTEER WORK

- Tom Reynolds for Congress Campaign, New York 26<sup>th</sup> District (RNC 72-Hr. GOTV)
- Ray Meier for Congress Campaign, New York 24<sup>th</sup> District
- George Allen for Senate Campaign

Erie County, NY  
Oneida County, NY  
Fairfax City, VA

## LEADERSHIP

### University at Buffalo, State University of New York

Buffalo, NY

Student Senator/Academic Council Coordinator

2004-2005

- Represented more than 25 on-campus student organizations and 17,800 undergraduate students.
- Founded campus-wide multi-day job fair/fundraiser to support more than 10,000 students; raised more than \$8,000.
- As Finance Committee member, oversaw 3,000 hours of community service and \$300,000 in student fundraising.
- Approved and allocated \$1.8M annual budget; presided over amendment of the Academic Council Constitution.

### Boy Scouts of America, Order of the Arrow

Jamesburg, NJ

Northeast Region Youth President

1999- 2000

- Elected as national leader of youth service organization representing 5.2 million Scouts.
- Coordinated all aspects of 4 National Leadership Seminars, including planning, promotion and staffing.
- Led team of 1,000 youth and adult staff in hosting more than 7,000 participants at the OA National Conference.
- Delivered address on national community service to an audience of more than 8,000 at the University of Tennessee.

## EDUCATION

### George Mason University

Fairfax, VA

- Candidate for Master's degree in public administration

Expected/2008

### University at Buffalo, State University of New York

Buffalo, NY

- Bachelor of Arts, joint major in Political Science and Communication with distinction; minor in English

May 2005

### University of Havana

Havana, Cuba

Cuban Political and Historical Studies Program

Summer 2004

### University of Tilburg

Tilburg, Netherlands

Transatlantic Consortium for European Union Studies and Simulations

Winter 2004

## ADDITIONAL INFORMATION

- Eagle Scout, Boy Scouts of America

(b)(6)

- Phi Alpha Delta
- New York State Society, Washington, DC

# DAVID A. SCHNITZER

## **PROFESSIONAL EXPERIENCE**

### **DEPUTY RESEARCH DIRECTOR, Democratic National Committee**

Washington, DC & Chicago, IL March 2007 – present

- **WORKED WITH CAMPAIGN, MEDIA TO SHAPE PUBLIC IMAGE OF OPPONENT.** During general election worked in Chicago with Obama for America communications team and members of the media to develop messaging about opponents, place negative stories, produce rapid response and new media materials and ensure accuracy of ads, press releases and other public statements.
- **LED OPPOSITION RESEARCH ON ETHICS, PERSONAL FINANCIAL, CAMPAIGN FINANCE AND RELATED AREAS.** Led team responsible for exhaustive research into general election opponent's ethics, personal and family financial holdings valued at over \$100 million, 25 years of campaign finance data, military service record, lobbyist ties and all other non-legislative matters. Worked closely with counsel, communications staff and media to develop storylines on these topics.
- **SERVED AS RESOURCE FOR LEGISLATIVE RESEARCH TEAM.** Served as key advisor for team researching opponents' 25-year legislative record, lending expertise on policy debates, Congressional procedure and research resources.
- **HELPED MANAGE TEAM OF 30.** Worked with department director to hire and manage work of over 20 staff members and a dozen interns, handling administrative matters and shaping priorities of team.
- **AGGRESSIVELY IMPLEMENTED DATABASE-DRIVEN RESEARCH SOLUTIONS.** Implemented multiple advanced databases tracking opponent's legislative record, earmarks, campaign finances and schedule, saving considerable amount of staff time and allowing complex, on-the-fly analysis of voluminous research material.
- **REPLACED VIDEO MONITORING AND ARCHIVE SYSTEM.** Spearheaded procurement and implementation of high-end digital video monitoring and archiving system used as core of party-wide video library. Initiated satellite-based live monitoring of GOP events.
- **LED RESEARCH ON MULTIPLE GOP PRIMARY CANDIDATES.** During primary election period, led research on multiple major GOP candidates, including legislative, executive, corporate, legal and financial histories. Worked directly with members of media to generate negative stories about those candidates.

### **RESEARCH DIRECTOR, Cantwell 2006**

Seattle, WA April 2006 – November 2006

- **LED OPPOSITION RESEARCH ON SELF-FUNDED OPPONENT.** Led efforts to research the background of a self-funded opponent including stint as an insurance CEO, lobbyist and political operative. Work included regulatory processes in all 50 states, extensive analysis of SEC filings and outreach to laid-off employees.
- **MANAGED SELF-RESEARCH FOR ENDANGERED INCUMBENT.** Managed team conducting comprehensive research on legislative history and personal issues of targeted Senate incumbent. Responsible for documenting accomplishments and responding to accusations about her record, with a particular focus on localizing the record to individual counties.
- **PARTICIPATED IN STRATEGY DECISIONS & RAPID RESPONSE.** Worked with campaign management and consultants to shape message, paid and earned media, and prepare candidate for debates. Together with communications staff, played key role in responding to press inquiries and handled other rapid response needs.
- **IMPLEMENTED INNOVATIVE USE OF TECHNOLOGY FOR RESEARCH.** Sought out and installed technology rarely utilized for state-wide races including centralized broadcast-quality monitoring of multiple media markets and sophisticated databases tracking incumbent's legislative record.
- **ADVISED ON CAMPAIGN FINANCE AND ETHICAL ISSUES.** As in-house expert on campaign finance and Congressional ethics, advised campaign on ensuring compliance and identifying legal and ethical missteps of opponent's campaign and party.

## **RESEARCH DIRECTOR, Office of U.S. Senator Maria Cantwell**

Washington, DC March 2005 – April 2006

- **THOROUGHLY RESEARCHED INCUMBENT'S 14-YEAR RECORD.** Designed and executed plan to exhaustively document the activities and accomplishments of vulnerable first-term Senate incumbent with eight earlier years of U.S. House and state House service. Work included detailed evaluation of votes, legislation, earmarks, statements, press clippings and various required ethics filings to create accomplishment documents as well as to identify vulnerabilities and shortfalls.
- **ASSISTED COMMUNICATIONS AND LEGISLATIVE STAFF.** Worked closely with legislative and communications teams to articulate positions of senator and better document key portions of legislative record.

## **SENIOR RESEARCH ANALYST, John Kerry for President/Kerry-Edwards 2004**

Washington, DC March 2003 – November 2004

- **LED KEY PORTIONS OF SELF-RESEARCH.** Responsible for self-research on wide range of legal, financial, ethical, political, legislative and historical topics, including military records and obscure archival sources.
- **TRACKED AND ANALYZED PUBLIC POLLING.** Tracked thousands of national and state public polls and wrote frequent memos and talking points for press and public use analyzing polling trends.
- **WORKED ON DEBATES & OTHER SPECIAL PROJECTS.** During general election period, coordinated research staff for complex projects. Managed debate “war room” logistics. Worked with senior staff and consultants on ad-hoc research projects.
- **LED ANALYSIS OF CAMPAIGN FINANCE RECORDS.** During both primary and general election, chiefly responsible for analysis of current and historical campaign finance records of opponents to identify problematic transactions for media and spending for strategic use.
- **MANAGED RESEARCH ON PRIMARY OPPONENTS.** Chiefly responsible for all research on several major opposition candidates, including legislative, news, legal and other records.

## **RESEARCH DIRECTOR, Bob Clement for U.S. Senate**

Nashville, TN May 2002 – November 2002

- **DIRECTED SELF AND OPPOSITION RESEARCH.** Managed research staff for competitive Senate race, including self-research on long-time public servant and opposition research on opponent, who was a former governor, cabinet member and presidential candidate.
- **WORKED WITH PRESS TEAM AND CONSULTANTS.** Worked with communications and media team to promote candidate, respond to attacks and attack opponent.

## **RESEARCH DIRECTOR, Office Of U.S. Senator Joseph Biden**

Washington, DC June 2001 – May 2002; December 2002 – February 2003

- **UNDERTOOK COMPREHENSIVE ANALYSIS OF 30-YEAR LEGISLATIVE RECORD.** Developed and executed plan to research and write extensive materials documenting 30-year legislative record of high-profile senator.
- **ANALYZED OVER 10,000 VOTES AND BILLS.** Individually analyzed over 10,000 Senate votes and several thousand sponsored and cosponsored bills and amendments to identify positive accomplishments and possible vulnerabilities on wide variety of issue topics.
- **PRODUCED EXTENSIVE DOCUMENTS ON LEGISLATIVE RECORD.** Wrote memos and reports on the senator's history and accomplishments on major issues over prior 30 years for use by personal office and committee staff.
- **CREATED GROUND-BREAKING DATABASE SYSTEM TO TRACK LEGISLATIVE RECORD.** Built an advanced database tracking decades of legislation, votes, clips, press releases and speeches for use throughout office to track and analyze senator's record and accomplishments, believed to be first of its kind in the caucus.

## **EDUCATION**

**Columbia University** (New York City, NY)

BA in Political Science, *magna cum laude*

**Jewish Theological Seminary** (New York City, NY)

BA in Modern Jewish Studies, *summa cum laude* and departmental honors

## Matthew J. Schoeffling

(b)(6)

### PROFILE

- Specialist in geopolitical and cross-cultural analysis with on-the-ground experience in a number of countries including **Saudi Arabia** and **Syria**
- Foreign Affairs Specialist (Middle East) at the Pentagon
- Ph.D. from **Georgetown University's School of Languages and Linguistics**
- (b)(6)
- Recipient of **Northrop Grumman's Guardian of Freedom Award** presented to outstanding employees for efforts in the *Global War on Terror*

### PROFESSIONAL EXPERIENCE

**2005-Present: Washington, DC- Office of the Secretary of Defense, International Security Affairs**

- ***Foreign Affairs Specialist/ Middle East Country Director***: Responsible for policy issues related to the Greater Middle East and the Global War on Terror including the formulation of long-term strategy, current Middle East policy initiatives, Information Operations (IO), the Islamic World and WMD proliferation.

- (b)(6)

**2002-2004: Riyadh, Saudi Arabia- Vinnell Arabia (Northrop Grumman)**

- ***Senior Trainer***: 2.5 years experience in designing, developing, and executing projects within the scope of **US Army-Modernization Program** for the Saudi military.
  - Specialized in cross-cultural program analysis, public affairs, conflict resolution, formulation of US-Saudi team-building initiatives and operational/linguistic support in hostile environment.

**2000-2002: Philadelphia, PA- J. Reckner Associates Inc.**

- ***Consultant***: Executed multi-tasked research studies in market and political research
  - Provided analysis for studies with industry experts in economics, politics and other fields.

**1999-2000: Damascus, Syria- American Language Center, American Cultural Center (US Embassy)**

- ***Instructor*** (Bilingual)
  - Provided instruction and aided in the design and execution of educational, public affairs and cultural programs; researcher.

**1997-1998: Cairo, Egypt / Beijing, China / Damascus, Syria- Georgetown University (Research)**

- ***Researcher***: Successfully completed multi-tasked research projects using foreign-source materials (e.g. Arabic, Chinese) covering geopolitical, military, and cultural issues.

**1996-1997: Lisbon, Portugal- Bank of Portugal/Portugal Telecom**

- ***Consultant/Executive trainer***: Designed, coordinated, and executed training programs and seminars for executive-level personnel seminars.

**1993-1996: Philadelphia, PA/Washington, DC**

- ***Translator/Linguist***: Provided multilingual (Chinese, Japanese and Spanish) support for various fields: legal, hi-tech, insurance, and political.

### EDUCATION

**Georgetown University: Washington, DC**

- **Ph.D. 2002, MS 1996, School of Languages and Linguistics (with distinction)**

**Saint Joseph's University: Philadelphia, PA**

- **BA 1993, Department of Modern Languages (cum laude)**

# Jordanna Polis Schutz

## Resume Contents:

National Security•Political•Private•Academic•Misc

**Work Summary:** I am seeking to return to public service after having left my job at CIA so that I could work for my brother, Jared Polis's, successful congressional campaign. Prior to CIA I managed Internet start-ups, and did academic work in the sciences and economics.

**Primary interests:** Intelligence processes and oversight, national security, counterintelligence, WMD nonproliferation, counterproliferation, bioweapons defense, science and technology.

## National Security

**Central Intelligence Agency**  
*Analyst*

McLean, Virginia  
8/2006-7/2008

- Finished Intelligence: Supported senior policy makers by analyzing, writing, and briefing on counterintelligence, the efforts of foreign intelligence entities against US interests, emerging technological threats, and nuclear proliferation.
- Process reviews: Supported senior CIA management by leading projects in assessing, securing, and improving programs in intelligence collection, analysis, covert action, technology, and infrastructure.

## Political

**Polis For Congress**  
*Advisor, Field Coordinator*

2<sup>nd</sup> District, Colorado  
7/2008-11/2008

- Member of Advisor Team for campaign and transition. Ran field operations for Eagle County part of district.

**Colorado Victory 2004**  
*Communications Staff*

Denver, Colorado  
8/2004-11/2004

- Full time volunteer, organized earned media events, penned press releases, created web pages, organized and ran outreach to Republicans and Independents for Kerry.

### **Other**

- Assistance in fundraising efforts for Democratic Party and candidates, and participation in philanthropy directed at building progressive infrastructure.

## Private Sector

**Beacon Road**

President 7/2008-

- Created a fund to support technology transfer toward applications that would have a positive impact on society. Categories include renewable energy, sustainable development, public health.

**Lucidity Inc.**

Co-Founder 1999-2001

- Developed a system for powering online transactions

**Bluemountain.com**

California

*Director of Development* 5/1999-10/1999*Project Manager, site translation* 3/1999-5/1999*Content Creation* 1997-1998

- Oversaw development of new features and e-commerce integration for the online greeting card company, was one of the top 10 most trafficked web sites. Managed engineers and designers, vendor relationships. Assisted in merger process resulting in Excite@Home's acquisition of Bluemountain.com in 10/1999. (Chronology Note: took leave of absence from college)

**Other/Miscellaneous**

- Have served on several Boards of Directors. Was youngest member of a Board of Directors of any NASDAQ company at the time of Provide Commerce's IPO in Dec. 2003.

**Academic****Education**

<b>Harvard University</b>	Cambridge, MA
<i>B.A. Physics and Mathematics</i>	2003

**Massachusetts Institute of Technology, Professor Dan Ariely***Research Assistant, Behavioral Economics* 5/2004-8/2005\*

\*Hiatus during Kerry campaign work

<b>Harvard University, Professor Hongkun Park</b>	Cambridge, MA
<i>Undergraduate Research Assistant, Physical Chemistry</i>	7/2001-1/2003

- Awarded NSF and Harvard college grants.

<b>Brandeis University, Professor Jordan Pollok</b>	Waltham, MA
<i>Summer Research Intern, Computer Science</i>	1997

**Miscellaneous**

- Philanthropy: Director of family and personal charitable foundations
- (b)(6)

## **Career Summary**

*Experienced executive and legislative assistant with proven management abilities, skilled in all aspects of office organization, meeting coordination, scheduling, government and constituent liaison, legislation and political planning. Experienced in work distribution, training, performance reviews and hiring. Excellent interpersonal skills in communicating with high-level departmental, state, congressional and administration officials, private industry, the public and peers.*

## **Current Position**

### **George W. Bush Administration**

#### **Office of the Secretary of Defense, OASD Public Affairs – September 29, 2003 to Present**

##### *Program Support Specialist*

Coordinate support efforts with the staff on public events for the Director. Conduct research on current and past Secretary of Defense public activities, conduct fact finding research, generate monthly and yearly reports as requested. Manage incoming correspondence, coordinate requests for travel, allowances and reimbursement. Construct and duplicate trip books as needed. Maintain close liaison with other personnel to keep informed on status of major projects in progress, specific requirements and problem areas. Assess operational needs, develop administrative policies and procedures and formulate needed changes and improvements. Insure staff awareness of approaching due dates, follow up on requests made by other offices. Arrange conference calls and on site meetings with Outreach Groups for the Secretary of Defense. Assist Analysts with research for appearances with media. Maintain database on Outreach Groups and others. Responsible for various other administrative duties, such as keeping calendar of public events and staff leave time, maintaining subscriptions, office furniture ordering and repairs, maintenance of supplies, receiving and announcing guests to the department.

## **Other Professional Experience**

### **Connecticut Senate Republicans - July 2001-Sept 2003**

#### *Legislative Aide to State Senator*

As the sole aide and employee of the Senator I professionally organized and managed the Senator's legislative office including coordination of the Senator's law office, legislative and campaign schedules. Acted as Legislative liaison between state agencies and constituents for resolution of constituent inquiries and problems. Coordinate meetings with other legislators, state officials and constituents. Control, track and manage all incoming correspondence to determine importance and action required. Drafted and reviewed for grammar, spelling and personal style all responses to constituent's inquiries and comments. Based on an understanding of the Senator's views I responded to constituent's inquiries and comments both in writing and orally to effectively communicate the Senator's positions. Based on knowledge of the Senator's views I developed concepts for proposed legislation, drafted correspondence to the committees for those concepts and tracked bills and amendments during the legislative session. Provide research to the Senator prior to speeches or meetings as needed. Supervise and coordinate assigned interns.

### **New Haven Savings Bank , January 2001 – July 2001**

#### *Insurance Representative*

Sales and service of all Life Insurance, Annuity, Home and Auto products offered.  
Licenses held: NASD Series 6 & 63, Life, Accident & Health, Property & Casualty.

### **MetLife Financial Service, March 2000 – January 2001**

#### *Financial Services Representative*

Marketed a full line of insurance and investment products; provided counselling to prospective clients on financial profiles and investment strategies  
Licenses held: NASD Series 6 & 63, Life, Accident & Health, Property & Casualty.

**FedEx Corporation, April 1985 – March 2000**

*Dispatch Management Support Analyst, 1998-2000.*

Gathered and analyzed on-road data using interactive maps and used data to work with upper management to improve courier individual performance and develop better on-road efficiency. Maintained communications between dispatch and on-road management to assist in contingency and forward planning. Involved in special projects as assigned working with dispatch and upper management with an emphasis on personal and confidential work. This position was particularly rewarding as I could see the performance improvements using the interactive maps as a tool.

*Senior Dispatcher, 1992-1998*

Planned, scheduled and executed on-road AM delivery operations. Responsible for the productivity and successful time management of couriers. Working with deadlines responded to variables during the delivery cycle. Provided upper management with feedback on performance for courier reviews and provided upper management with daily, weekly and monthly reports for forward planning. I was picked to train new dispatchers because of my performance on the job and my ability to work well with all people.

*Dispatcher, 1989-1992*

Planned, scheduled and executed on-road PM pickup operations. Responsible for work distribution, route balancing, time management of couriers and meeting deadlines for on-time airport arrivals. Responsible for on-road productivity which was reflected in my performance reviews. Made recommendations to upper management for improvements and change.

*Courier, 1985-1989*

Responsible for delivery and pickup of time sensitive packages. Because of my above average performance I was picked as the team captain responsible for route balancing and getting the team to leave the building on time. Was chosen to train new couriers because of my performance and my heavy emphasis on customer service. Awarded a 5 year Incident and Accident Free pin as well as a 5 year Perfect Attendance pin.

**Fireman's Fund Insurance Company, 1977-1985.**

*Assistant Supervisor, Word Processing Department*

Managed a staff eight; responsible for all aspects of department management, including the efficient flow of workloads, training, checking all work prior to distribution for spelling and grammar and staff performance measurement. Responsible for hiring of new employees, salary and disciplinary actions.

**Past and Continuing Education**

- Gold Coast School of Real Estate, 1991
- Yale University Women's Campaign School, Fundraising Tactics, 1999
- Naugatuck Regional Valley Technical School, Campaign Strategies, 1999
- Mitchell College, Grassroots Efforts, Campaign Mailings, Internet Campaigns, 1999.
- MetLife Sales Training School, Secaucus, New Jersey, 2000
- Exploring Personal Markets, LUTC, Secaucus, New Jersey, 2000
- MetLife Property & Casualty Training, Guilford, CT, 2000
- State of Connecticut, Connecticut Partnership, Long Term Care, Westport, CT, 2000.
- Connecticut General Assembly, Legislative Aide Certificate Program
- Leadership Institute, Arlington, VA – Capitol Hill Staffing, Capitol Hill Writing, 2002
- **Currently enrolled at Ashworth College, AS Degree Program**

**Other Skills**

- Proficient with the Internet
- Proficient with Microsoft Suites (Word, Excel, Access, Publisher & Outlook)
- Typing speed 80 to 80 wpm accurately
- Ability to operate fax and photocopy equipment

**Highlights of Political Activity**

- George W. Bush Reelection Campaign, 2004
- Co-Campaign Manager, (2002, 2000 & 1998) State Senator Winthrop Smith, Jr.
- Victory 2000 Town Coordinator, George W. Bush Presidential Campaign
- Campaign Manager, 1999 Arminio for Mayor Campaign – West Haven, CT
- Town Coordinator, 1998 Governor John G. Rowland Gubernatorial Campaign
- Fundraising Coordinator, West Haven Republican Town Committee, 1996 –1999.
- District Chairperson, West Haven Republican Town Committee, 1996-2000
- West Haven Republican Town Committee Executive Board Member (Past), West Haven, CT
- 1996 Bob Dole Presidential Election Campaign, West Haven, CT
- 1988 and 1992 George H.W. Bush Presidential Election Campaigns, Delray Beach, FL
- 1980 and 1984 Ronald Reagan Presidential Election Campaign, Boston, MA

**Memberships and Affiliations**

- National Rifle Association, Member
- Friends of the National Rifle Association, Committee Member
- Republican National Committee, Member
- Leadership Institute, Arlington, VA
- National Federation of Republican Women, Member
- West Haven Republican Town Committee, Past Member
- Orange Republican Women's Club, Orange, CT., Member
- West Haven Community House, Gala Committee Member
- National Republican Women's Conference, Washington, D.C.
- The Heritage Foundation, Washington, D.C., Member
- West Haven Chamber of Commerce, Past Member 2000-2001
- National Association of Securities Dealers, Member
- National Association of Life Underwriters, Member

**THAYER C. SCOTT**

(b)(6)

**EDUCATION**

**University of California-Berkeley**, M.A. Journalism, 1998.  
**Princeton University**, B.A. History (U.S. Army ROTC), 1993.

**EXPERIENCE**

- January 2007 - present **Acting Chief Speechwriter, Department of Defense, Washington, DC.**  
Primary writer and editor of remarks for Secretary of Defense Robert Gates, including:
- Congressional testimony on Iraq and the defense budget.
  - Speeches to the Munich Security Conference, Cairo Chamber of Commerce, William & Mary commencement, Shangri La Dialogue (Singapore).
  - Supervises an editorial staff of seven writers and research assistants.
- June 2004 - December 2006 **Speechwriter to the Secretary, Department of Defense**
- Wrote speeches (World Affairs Council, National Press Club), press briefings, opinion columns (*Wall Street Journal*, *Financial Times*), congressional testimony.
  - Provided writing support during trips to Iraq, Afghanistan, Australia, India, Vietnam, Indonesia, North Africa, and to NATO summits in Italy, Belgium, Slovenia.
- March 2003 - May 2004 **Director of Communications, International Republican Institute, Washington, DC.**  
Primary spokesman, press contact, writer, media strategist and editor of publications for a non-profit organization with democracy programs in 50 countries.
- Managed press operations for election observations in Nigeria, Cambodia, Georgia.
  - Quoted in *Time*, *Newsweek*, *Associated Press*, *WashingtonPost.com*, *Newsday*.
- 2001 - 2003 **Communications Consultant, Sacramento, CA.**
- Research, writing and media relations for candidates, trade associations and corporations, including: the California Republican Party, Bill Simon for Governor, Tom McClintock for Controller, the California Land Title Association, AT&T.
  - Columns published in the *San Jose Mercury News*, *San Diego Union Tribune*.
- 2000 - 2001 **Senior Associate, Eastwick Communications, Redwood City, CA.**  
Account manager in a technology public relations firm.
- 1999 - 2000 **Public Relations Manager, Broad Daylight, Inc., Santa Clara, CA.**  
Media relations and marketing for a Silicon Valley internet company.
- 1997 - 1998 **Correspondent/Intern Reporter, San Francisco, CA.**  
Over 100 published articles for: *The Recorder*, *San Francisco Examiner*, *San Francisco Chronicle*, *St Petersburg Times*.
- 1993 - 1996 **U.S. Army, Lieutenant, Field Artillery.**
- Fire Direction Officer and Platoon Leader, Camp Casey, Korea.
  - Battery executive officer, Ft. Lewis, WA.

## TRACI SCOTT

(b)(6)

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### EXPERIENCE

6/2006-Present

**Department of Defense (DoD)-The Pentagon, Arlington, VA  
Director of Communications – Assistant Secretary of Defense  
for Legislative Affairs**

Analyze, advise and make recommendations to the Assistant Secretary on all areas of communications including potential problems and areas of vulnerability. Direct, plan and coordinate the Department's relations with Congressional press secretaries and other media. Plan and coordinate media engagements for the Secretary of Defense at Congressional hearings and intelligence briefings. Direct, plan and coordinate media coverage of and travel on Gubernatorial Delegation trips to the Iraq and Afghanistan theatres of operations.

9/2004-6/2006

**Department of Defense (DoD) – The Pentagon, Arlington, VA  
Legislative Liaison, Defense Reconstruction Support Office**

Coordinate meetings, briefings and delivery of interagency Congressional reports to Capitol Hill. Analyze audits of inspector general reports of Iraq Reconstruction and Relief Funds and develop talking points for key Office of the Secretary of Defense and Public Affairs Office officials. Accompany members of Congress on trips to Iraq as the public affairs subject matter expert.

(b)(6)

10/2003-7/2004

**Coalition Provisional Authority (CPA) – Baghdad, Iraq  
Special Projects Coordinator/Women's Issues Press Officer**

Directed and coordinated itineraries, logistical support and personally escorted VIP members of the worldwide media on trips throughout Iraq. Set-up media interviews for Ambassador L. Paul Bremer with high profile national and international network anchors and print journalists.

1/2003-10/2003

**Representative Jon Porter (R-NV) – Washington, DC  
Communications Director/Press Secretary**

Directed press operations for Congressman Jon Porter's Capitol Hill and District Press Offices including: strategic communication and implementation of press coverage on various legislative issues; writing and editing speeches, op-eds, columns, and press releases; and preparing member for debates and press interviews.

8/2002-11/2002

**Victory 2002 Campaign – Las Vegas, Nevada  
Press Secretary**

Coordinated press operations for the *Jon Porter for Congress* campaign, election night coverage, debate prep, press conferences, and daily media engagements.

- 1/2001-1/2003      **Senator John Ensign – Washington, D.C.**  
**Communications Director**  
 Directed press operations for Sen. John Ensign's Capitol Hill and State Offices: Devised press strategies; directed press staff on implementation of press conferences; writing and editing of speeches, op-eds, columns and press releases.
- 7/1997-12/2000      **KLAS-TV – Las Vegas, Nevada**  
**General Assignment Reporter**  
 Reported on issues of local interest with an emphasis on national politics. Reporting elevated to frequent guest appearances on Nevada Week in Review (a local political talk show) and KLUC Morning Radio. Initial position developed from **CBS News Reporter Training Program**.
- 1/1993-6/1997      **CBS Newspath – Washington, D.C.**  
**Associate Producer**  
 Produced taped packages, field produced live remotes and coordinated feeds for affiliates and foreign clients.
- 7/1992-11/1992      **CBS Political Unit – New York, NY**  
**Associate Producer**  
 Traveled with Vice Presidential nominee Senator Al Gore during the 1992 Presidential Campaign. Provided editorial information on daily campaign stops, formulated story ideas, and fed sound bites to CBS New York for network distribution.
- 6/1987-10/1989      **CBS This Morning – Washington, D.C.**  
**Broadcast Associate**  
 Responsible for field production of live remote location shots, conducted taped interviews, researched and coordinated guests' studio appearances and reported on economic indicators.
- 12/1981-5/1983      **Far East Network Radio (FEN) – Yokota AFB, Japan**  
**Youth Newscaster**  
 Responsible for writing, editing and broadcasting of a five-minute news show for U.S. service members, DOD civilians and their families in Tokyo, Japan.
- EDUCATION**
- 8/1993-7/1995      **George Washington University – Washington, D.C.**  
**Master of Arts in Political Management, 1995 Salutatorian**
- 8/1983-5/1987      **Howard University – Washington, D.C.**  
**Bachelor of Arts: Major-Broadcast Journalism/Minor-Political Science**
- 6/1995-8/1995      **Northwestern University – Evanston, Illinois**  
 Academy for Future Journalists which included a *Washington Post* internship.
- AWARDS**
- July 2004      **Nevada Broadcasters Hall of Fame Inductee**

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## PROFESSIONAL EXPERIENCE

Department of State, Washington, D.C. 6-5-13/1 August 2005 - present  
*Office of the Under Secretary for Arms Control and International Security - Special Assistant*

- Review and edit memos for Under Secretary's decision; portfolio includes Iraq nonproliferation, Africa Command (AFRICOM), defense trade/licensing, cluster munitions, MANPADS, former Iraqi WMD scientists redirection, UNSCR 1540/1673, counterproliferation efforts, among others
- Under Secretary's representative to the missile trade and nuclear analysis groups; respond to, edit and approve follow-on demarches related to shipments of proliferation concern; attend inter-agency interdiction SVTS in coordination with a senior advisor; coordinate intelligence briefings among various agencies for senior staff
- Assist in sanctioning entities under the Iran, Syria and North Korean Nonproliferation Act; office representative to the Secretary's International Security Advisory Board
- (b)(6)

The White House, Washington, D.C. January 2004 - August 2005  
*Presidential Personnel Office - Deputy Associate Director*

- Created and organized "the book" of all our proposed candidates for every personnel meeting with the President, Vice President, Chief of Staff and Assistant to the President for Presidential Personnel
- Prepared memoranda for press releases, Senate nominations and other Presidential appointee documents
- Managed candidate database: analyzed current appointments and vacancies, performed initial searches for appropriate candidates, and provided statistical analysis of appointees

Executive Office of the Governor, Boston, MA June 2002 - September 2002  
*Office of the Chief Secretary - Intern*

- Worked in conjunction with the Chief Secretary, Department of Revenue, Internal Revenue Service and State Police to determine if it was politically possible to appoint candidate's to various Board & Commissions/jobs

Hale and Dorr LLP, Boston, MA March 2002 - June 2002  
*Generalist/Legal Secretary*

- 50% of time spent with paralegals and first year associates on a multi-million dollar patent infringement case, creating documents in Excel, maintaining all internal correspondence files and drafting own correspondence materials to be distributed to forty-six lawyer team

*Client Intake/Conflicts Staff Member* March 2001 - September 2001

- Performed upwards of thirty-five conflicts checks per day via the firm's internal client history software, Moody's, Standard & Poor's, and Internet; Consulted with Managing Director, Assistant Director and/or the firm's Conflicts and Ethics committee attorneys to approve or oppose the proposed new client business in question

House of Commons, London, UK September 2001 - December 2001  
*Overseas Research Assistant-Gareth R Thomas MP (Harrow West)*

- Set-up and monitored functions in Prime Minister Blair's office throughout the fall
- Responded to 20+ constituents a day on topics concerning Harrow West district and MP Thomas's upcoming votes in Parliament; worked to advance his Private Members' Bill through the second stage of House approval

## EDUCATION

Northeastern University, Boston, MA 2004

- Bachelor of Science in Political Science, *magna cum laude with Honors Course distinction*
- Minors: Business Administration and Communication Studies
- Honors: Golden Key Honor Society; Pi Sigma Alpha; Who's Who in American Colleges; University Honors Program; NU News "Rookie of the Year"
- Activities: Four-time Chairperson-elect of Northeastern's Judicial Hearing Board—member since 2000; V.P. of Finance, Model United Nations; Assistant News Editor, Northeastern News; Math Club President

Cairo University Cairo, Egypt December 2002 - January 2003

- Fulbright funded "Dialogue of Civilizations" program

London School of Economics and Political Science, London, UK September 2001 - December 2001

- Completed the Hansard Scholars Programme of study and earned a Certificate in British Politics

Phillips Academy, Andover, MA 1999

Harbin Institute of Technology, Harbin, China June 1998 - July 1998

(b)(6)

# SARAH P. SHACKLETT

- 
- Outstanding Verbal and written communication skills.
  - Able to oversee aspects of office operations.
  - Hard working, detail oriented, able to multi-task.
  - Comprehensive skills as an Assistant.
  - Strong background in management.
  - Adept at coordinating projects and events.
- 

## EDUCATION:

**NEW YORK UNIVERSITY, NY, NY 10011** GPA 3.85/4.0 May 2007  
M.A. Steinhardt School of Culture, Education, and Human Development

Field of Study: Dual Childhood Education and Childhood Special Education Grades 1-6

**LA SCUOLA LEONARDO DA VINCI, Rome, Italy, Certificate awarded: Dili** April 2005

Field of Study: Italian Fluency and Proficiency

**UNIVERSITY OF NOTRE DAME, Notre Dame, IN 46556** May 2003

B.A. School of Arts and Letters

Master's: Psychology

University of Notre Dame Rome program, Rome Italy

## PROFESSIONAL EXPERIENCE:

**Arbonne International New York, NY**

*Independent Consultant (part-time)*

- Independently consult with clients regarding product information.
  - Assist in organization and execution of promotional events.
  - Enact data entry, order entry via Arbonne official site.
  - Network internationally, in an effort to develop ideas for promotional development and product improvement.
- Public School 10 Magnet School of Math and Science, Brooklyn, NY** Spring 2007

*Teacher, Grade 2 (Long-term Substitute)*

- Enacted strategic planning procedures to facilitate students' meaningful engagement with curriculum and transition.
- Developed, supplemented, and instructed thematic unit curriculum, utilizing Gardner's multiple intelligences theory.
- Interacted with parents, teachers, social workers, and administrators, establishing oral and written communication to establish effective assessment.
- Evaluated and implemented Individual Educational Plans (IEP), and additional assessments for referral.

**Anthropologie SoHo, New York, NY**

2005-2006

*Senior Sales (part-time)*

- Trained sales staff in daily operations and procedures including; register, fitting room, and stock room.
- Filled the sales floor based on sales reports.
- Interacted daily with customers and responded based upon their needs and requests.
- Created "Fitting Room Checklist" to produce efficient selling in the fitting room.

**Anthropologie SoHo, New York, NY**

2003-2004

*Assistant Home Manager (sales associate July '03 promoted Nov '03, and again in Jan '03)*

- Led and ran sales floor.
- Performed all operational and visual duties as a manager including; payroll, store opening and closing, staff schedule, home business evaluation, and product organization on the floor and in the stockroom.
- Headed hiring and training of sales staff, including; group interviews, group training, paperwork evaluation, and induction to the company.
- Assisted Home manager in development of home operations and home standards.

## ADDITIONAL EXPERIENCE:

*Teacher-The Parkside School, NY, NY/ '07*

*Teacher Assis. PS 42, New York, NY/ '06*

*Teacher Assis. PS 134, New York, NY/ '06*

*Server, Botivella, Rome, Italy/ '04-'05*

*Hostess, Luciano's on Rush, Chicago, IL/ '02*

*Administrative Ass. National Label Co. Lafayette Hill, PA/ '99*

## LEADERSHIP/ ACTIVITIES:

*Co-founder and Officer, A life Uncommon-first established women's support group at the Univ. of Notre Dame*

*Volunteer, Shriner's Hospital for Crippled Children*

## SKILLS:

*Computer-Windows, Word, Mac, Excel, Office, Outlook, Internet Languages-*

# RAJ SHAH

## EDUCATION

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### PRINCETON UNIVERSITY

- A.B., Woodrow Wilson School. Thesis: Coercive Air Power.
- GPA 3.5/4.0 Departmental GPA 3.7/4.0.
- SAT Math: 800; SAT Verbal: 760; GMAT: 730.

June 2000

## EXPERIENCE

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### Business Analyst, McKinsey & Co.

2000-2001; 2005-2006

- Developed a supplier management strategy for a large US defense contractor to mitigate 'hostage' supplier situations. Created negotiation and technology investment strategies to secure \$4B of revenue at risk.
- Designed an innovative growth strategy worth \$150M for a multinational pharmaceutical company.
- Engineered cost savings of \$400M during the creation of strategic plan for a US transportation company.
- Led integration of functional business units during the merger of two pharmaceutical companies.
- Identified and quantified the value of potential merger opportunities for a large biotech company.

### Captain and F-16 Pilot, United States Air Force, NJ Air National Guard

2000-Present

- Flew 18 combat missions in support of OIF during a combat deployment to Balad Air Base, Iraq.
- Wing Electronic Combat Officer – Handpicked to increase and maintain the combat survivability of the wing's 17 fighter aircraft and 34 pilots.
- Francis Grabreski Finalist - top air-to-air student F-16 pilot at Luke AFB in 2003. (#1 of 400)
- Air-to-Air Topgun, F-16 Basic Course. (#1 of 15)
- Air-to-Ground Topgun, Introduction to Fighter Fundamentals. (#1 of 15)
- Distinguished Graduate and AETC Commander's Trophy Winner, Undergraduate Pilot Training. (#1 of 30)
- Distinguished Graduate, Academy of Military Science (Commissioning Source). (#2 of 100)
- 700 flying hours in jet fighter-type aircraft. Small-arms Expert Marksmanship Award.

### Corporate Facilitator, Afterburner Seminars

(Part time) 2004-2005

- Led seminars teaching corporate executives techniques used in military aviation for flawless execution.
- Planned and executed the company's first event in India.

### Business Development Intern, GetCustom.com

Summer 1999

- Secured contracts with over 50 international and domestic suppliers

### Senior Vice President, Foundation for Student Communication

1997-1999

- Helped lead a team of 10 students raise over \$500,000 in corporate sponsorships.

### Elected Member, Princeton University Council

1997-1999

- One of eight members elected to represent the entire undergraduate student body.
- Voting member on the Princeton budget appropriations committee.

## ACTIVITIES

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### Founder and President, Kadod Educational Foundation

2004-Present

- Raise and distribute \$40,000 annually to improve educational opportunities for students in rural India.
- Initiated several programs including tutoring, computer instruction, scholarships, and teacher exchanges.

### Chair, Princeton Alumni Interviewing for Southern New Jersey

2004-Present

- Responsible for administering and overseeing interviews for South Jersey student applicants to Princeton.

### Leader, Princeton University Outdoor Action

1997-2000

- Planned, executed, and led several weeklong backpacking trips for incoming freshmen.

### Princeton Varsity Crew

1996-1997

- 1997 National Championship winner in the Intercollegiate Rowing Assoc. Championships. (4+ Class)

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**Work Experience**

**Republican National Committee**  
RNC Research

Washington, DC

Senior Research Analyst (May 2006-Present)  
Performed extensive political and legal research for several 2006 Congressional elections. Wrote research press releases for distribution to the media and RNC supporters. Drafted briefing books on several candidates for the House of Representatives. Traveled to multiple contested Congressional districts to carry out field research. Performed field research at various federal, state, county, and municipal offices. Supervised field research of others. Managed day-to-day research projects in the office.

**The White House**  
Office of Presidential Personnel

Washington, DC

Deputy Associate Director (August 2005-May 2006)  
Researched candidates for political appointments. Headed portfolio of three to four researchers. Gave presentation to White House Liaisons on research techniques.  
Staff Assistant (November 2004-August 2005)  
Researched and oversaw closely the choice of full-time, non-career jobholders appointed by the President and agency heads. Vetted candidates by balancing the pluses and minuses of their records.

**Republican National Committee**  
RNC Research

Washington, DC

Research Analyst (June 2003-November 2004)  
Researched, drafted, proofread, edited and fact checked press releases and research documents for internal and external use during the 2004 presidential campaign. Designed and updated Microsoft Access database of public statements. Researched issues relating to campaign finance.

**City Of New York Department Of Cultural Affairs**  
Intern (Fall 2002) for Assistant Commissioner For Cultural Institutions

New York, NY

Collaborated with DCA to design a project to reduce premiums for rising insurance costs for New York's cultural community. Interacted with both City government and nonprofit organizations.

**Saratoga Springs City School District**

Saratoga Springs, NY

Teacher's Aide (January 2002, March 2002, May-June 2002)  
Advised and tutored disabled students one-on-one for seven hours daily.

**Congressman John Sweeney's Office**  
Volunteer Intern (Summer 2001)

Saratoga Springs, NY

Solved constituent requests by phone. Drafted correspondence to agencies on behalf of Congressman and constituents. Learned all aspects of a high paced, deadline-driven office environment.

**Education**

**Empire State College**  
Candidate for Masters of Arts degree in Social Policy  
Matriculated Graduate Study (August 2005-Present)  
Non-Matriculated Graduate Study (January-July 2005)

Saratoga Springs, NY

**Hamilton College**

Clinton, NY

Bachelor of Arts degree, May 2003 / Government major / English minor  
Senior Thesis: Cultural Institutions Face Insurance Crisis: How A New York City Agency Can Help

**Activities**

Talk Show Host, Hamilton College Radio 88.7 WHCL  
News/Political talk show (Fall 2001-Spring 2003) / Sports talk show (Fall 2000-Spring 2001)  
Sports Correspondent, *The Spectator* Hamilton College Newspaper (Fall 1999-Spring 2002)  
Member, Hamilton College Republicans (Fall 2001-Spring 2003)

**Awards**

**Hamilton Recognition Award** (May 2002)  
Recognized for outstanding contributions to Hamilton College.

# STEPHANIE L. SHERLINE

## PROFESSIONAL HIGHLIGHTS

**Office of the Secretary**  
**U.S. Department of Defense**  
Executive Secretary

The Pentagon  
Washington, DC  
1997-2000

As the Executive Secretary, I provide direct administrative and personal support to the Secretary of Defense. I manage his professional and social calendar, schedule appointments, draft correspondence, track paperwork, and maintain his files. I directly represent the Secretary as the initial point of contact in his office and strive to reflect his high standards of professionalism and personal excellence. I routinely interact with his counterparts within the administration as well as foreign dignitaries and leaders around the world. As his personal representative, I am cognizant and sensitive of the respective protocols and conventions extended at the Cabinet level. I also provide direct liaison with the White House, Congress, the Joint Staff and theater commanders to ensure that the Secretary is fully prepared for meetings, travel, speeches, press briefings and ceremonial functions. I am the single-point reference source for the Secretary's personal and professional contacts including government and industry leaders and accurate clear and immediate recall of these associates.

**Office of Senator William S. Cohen**  
**United States Senate**  
Personal Assistant

322 Hart Senate Office Building  
Washington, DC  
1994-1997

I attended to the Senator's day-to-day administrative and secretarial needs including his schedule, travel arrangements and logistics, and personal files. Responsibilities included record keeping, research, writing and editing. In addition to screening his incoming and outgoing correspondence and invitations, I assisted with constituent inquiries, conducted tours, and greeted visitors and meeting attendees. Because of my performance in that office, Senator Cohen invited me to join his personal staff when he was appointed to the President's Cabinet.

**Law Office of Chapman, Driff and Paul**  
Lawyer's Assistant

Washington, DC  
1976-1980

Conducted research and monitored legislation of interest to a trade association client. Also drafted correspondence and billing vouchers in addition to making travel arrangements for attorneys and appointments with clients.

**Office of the General Counsel**  
**U.S. Federal Energy Regulatory Commission**  
Office Assistant

Headquarters  
Washington, DC  
1971-1976

Assisted lawyers in researching, drafting, and typing Commission actions in the areas of corporate interlocking directorates, corporate finance, EEO adverse action appeal procedures, and Privacy and Freedom of Information Acts.

## OTHER EXPERIENCE and MEMBERSHIPS

PTA President, PTA Executive Board Member, School Superintendent Selection/Review Board Member, speaker and speechwriter, Sunday school teacher.

## EDUCATION/ CERTIFICATION

Post graduate study, Special Education, University of Virginia  
BA, Education Psychology and Teaching, Randolph-Macon Woman's College  
Virginia Collegiate Professional Certificate

# WILSON NOLAN SHERRILL

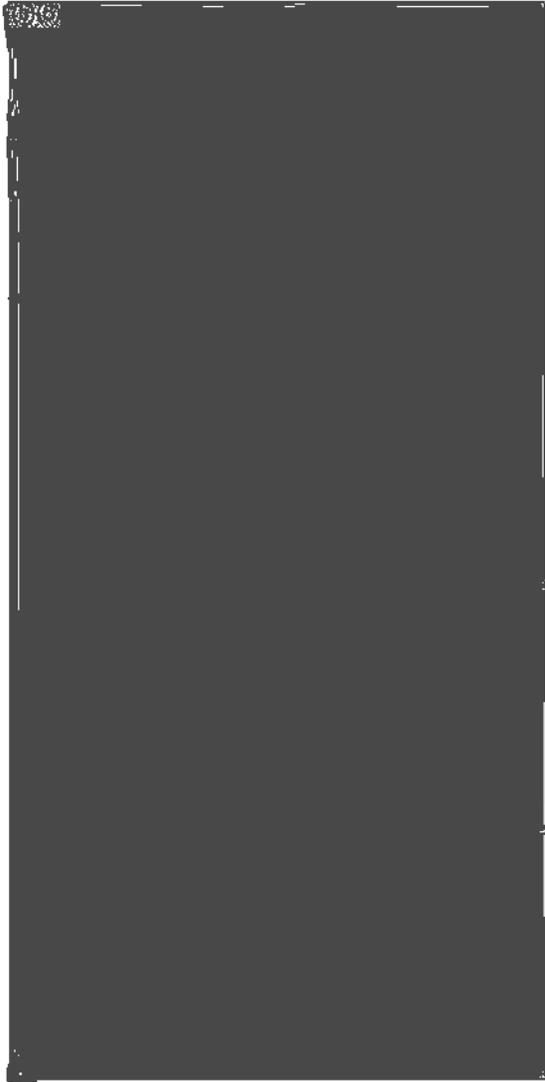
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<b>Objective</b>	To obtain a permanent staff position in Washington, D.C. utilizing skills, experience, and knowledge acquired from my previous work experience and undergraduate studies.	
<b>Work Experience</b>	<b>Office of the Secretary of Defense The Pentagon</b> <i>Defense Fellow for Deputy Secretary: Paul D. Wolfowitz</i> May 2003 – Present	
	<b>(b)(6)</b>	
	<ul style="list-style-type: none"><li>• Conduct research</li><li>• Prepare reports and briefings</li><li>• Work with various individuals within the Administration and the private sector on a number of issues including, but not limited to, the reconstruction of Iraq</li><li>• Serve as a point of contact for Iraqi Americans seeking involvement in reconstruction and humanitarian assistance.</li><li>• View and analyze Intelligence data</li></ul>	
	<b>United States Senator Fred Thompson</b> Washington, D.C. <i>Intern/Staff Assistant</i> August 2002 – January 2003	
	<ul style="list-style-type: none"><li>• Drafted responses to constituent concerns</li><li>• Conducted research</li><li>• Sorted mail</li><li>• Prepared daily press clippings</li><li>• Guided constituents on tours of the United States Capitol</li></ul>	
	<b>Ole Miss Football</b> Oxford, MS <i>Student Assistant to the Recruiting Coordinator</i> August 2000 – May 2002	
	<ul style="list-style-type: none"><li>• Assisted with the day to day operations of the recruiting office</li><li>• Gathered information on prospective athletes</li><li>• Helped supervise recruiting related activities on game days</li><li>• Entertained prospective athletes on official campus visits</li><li>• Contacted high school and junior college coaches</li></ul>	
<b>Education</b>	<b>The University of Mississippi, Oxford, MS</b> <i>Bachelor of Business Administration Marketing</i> May 2002	
	<b>The University of Edinburgh, Edinburgh, Scotland</b> June 2001 – July 2001	
<b>Honors</b>	Chancellor's Committee for Student Leaders Committee for Student Organizations Order of Omega	
<b>Activities</b>	Inter-Fraternity Council (IFC) <i>President</i> <i>Judicial Representative</i> <i>Fraternity Representative</i> <i>Faculty Relations Committee</i> <i>Greek Week Committee</i> Greek Council <i>Co-founder</i> <i>Chairperson</i> College Republicans American Advertising Federation (AdFed)	Kappa Sigma Fraternity <i>Pledge Educator</i> <i>Chaplain</i> <i>Leadership Council Delegate</i> <i>Philanthropy Chairman</i> <i>Alumni Relations Committee</i> <i>Rush Committee</i> <i>Founders Day Committee</i> <i>Scholarship Committee</i> Campus Crusade for Christ American Marketing Association (AMA)
<b>Community Service</b>	Leukemia Society Sarah Isom Center United Way Faculty Staff Night Out	Mississippi Blood Services Oxford Food Pantry Adopt a Highway Program Habitat for Humanity

**WILSON NOLAN SHERRILL**



**References**



**HEATHER M. SHOCKNEY**

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**WORK EXPERIENCE:**

**Department of Defense, Washington, D.C.** (b)(6)  
**Office of the Assistant Secretary of Defense for International Security Affairs**  
*Confidential Assistant 3/2002—present*

- Perform and communicate various tasks at the executive level with superior and subordinate offices.
- Maintain appointment calendar and scheduling, speaking on behalf of the Assistant Secretary.
- Coordinate on daily and long range meetings, events and travel for the organization.
- Research information and prepare timely replies to correspondence.
- Coordinate with Legislative Affairs and Congressional offices for various hearings and inquiries.
- Coordinate with Public Affairs for interview requests and media related issues.

**Department of Defense, Washington, D.C.**  
*Defense Fellow 1/2001-3/2002.*

- Facilitated the development and organization of public outreach as a Defense Detailee on the National Moment of Remembrance White House Commission.
- Assisted in Air Force Legislative Affairs by researching legislation, attending hearings, tracking Congressional activity, helping with Air Force Caucus event planning and traveling with Congressional staff.
- Assisted in transition office, vetting and researching potential executive office appointees.

**Bush/Cheney Inaugural Publications Staff, Washington, D.C**  
*Researcher, 12/2000-1/2001.*

- Assisted in research and editing for the official Inaugural Program, Guidebook, and Commemorative book.

**Bush/Cheney 2000 Campaign, Austin, TX**  
*Assistant to National Coalitions Director, 7/2000- 12/2000.*

- Coordinated numerous special coalition projects; facilitated and communicated directors' assignments and duties; assisted with the planning of the coalitions department meetings; coordinated various departmental reporting procedures while directly assisting the National Director.
- Logistical Staff for Florida Recount in Miami-Dade, Palm Beach, Broward and Duval Counties.

**U.S. House of Representatives, Washington, D.C.**  
**Congressman Steve Buyer, IN-05**  
*Staff Assistant, 2/2000-7/2000.*

- Responsible for arranging constituent tours to Washington; managed incoming phone calls; maintained the front office; assisted with various administrative and legislative tasks.

**Indiana House of Representatives Internship, Indianapolis, IN**  
*Legislative Intern, 12/1999- 2/2000.*

- Researched legislative materials; assisted in public relations duties; assisted state legislators in daily session activities.

**EDUCATION:**

**Purdue University, West Lafayette, IN, May 1999.**  
Bachelor of Arts in German and Political Science.  
Language(s): (b)(6)

**Professional Experience**

**Center for a New American Security**

**Washington, DC**

*Fellow*

*present*

- Conduct research and policy analysis on national security issues including Afghanistan and Pakistan, East Asia, counterinsurgency, and national defense strategy, resourcing and planning
- Developing CNAS project on the policy options for managing the impact of post-traumatic stress disorder on the force in the wake of the wars in Afghanistan and Iraq
- Manage the Joseph S. Nye Research and Mentoring Program

**Department of Defense**

**Washington, DC**

*Strategist, Office of the Secretary of Defense*

*2003 - 2007*

**Policy: Global Security Affairs (Partnership Strategy)**

- Managed OSD Policy execution and oversight of a \$300 million global train and equip authority
- Represented the Department in briefings to congressional staff and GAO auditors
- Led the authorities and security assistance reform team
- Drafted testimony and talking points for senior officials, including the Secretary of Defense
- Developed strategic integration framework for global defense posture and security cooperation
- Represented Global Security Affairs on Secretary of Defense transition team

**Policy: Special Operations and Low-Intensity Conflict (Stability Operations)**

- Led planning, training and intelligence reform efforts for implementation of DoD Directive 3000.05 to improve stability operations and counterinsurgency capabilities
- Spearheaded successful legislative and budget initiatives for critical train and equip capabilities
- Managed OSD Policy support to international peacekeeping efforts in Africa
- Supported OSD stability operations crisis response for Lebanon in 2006

**Quadrennial Defense Review: Roles, Missions and Organizations Team**

- Ran 70-member DoD and interagency working group on unity of effort
- Represented OSD Policy on authorities working group
- Developed decision briefings and memoranda for the Deputy Secretary of Defense

**Acquisitions, Technology and Logistics: Acquisition Resources Analysis**

- Coordinated the Major Defense Acquisition Program budget review with OSD Comptroller
- Represented ARA in the Capabilities-Based Planning Working Group
- Drafted AT&L budget rollout speeches and congressional testimony for senior leadership

**The Joint Staff: J5 Military Staff Committee at the US Mission to the United Nations**

- Primary J5 staff member for negotiations and interagency coordination on the Sudan crisis
- Advised the Director, J5 MSC and the US Ambassador to the UN on U.S. military support to humanitarian and peacekeeping operations

**Policy: International Security Affairs (Near East and South Asian Affairs)**

- Represented OSD at classified congressional briefings on U.S. - India missile defense and civilian nuclear cooperation
- Established and led DoD missile defense and tech transfer working group for India
- Conducted U.S. - India Defense Policy Group meetings in New Delhi and Washington

**International Organization for Migration**

**Washington, DC**

*Research Intern: Contingency and reconstruction planning for Iraq*

*2003*

**The United Nations Program at Columbia University**

**New York**

*Researcher and Course Assistant for Summer Peacekeeping Training Seminar*

*2002*

**Voice of America** **Colombo, Sri Lanka**  
*Reporter* 2000 – 2001

- Covered civil war in Sri Lanka including live coverage of attacks and in-depth features on negotiations and prospects for peace. Also covered race issues in South Africa

**The International Center for Ethnic Studies** **Colombo, Sri Lanka**  
*Project Manager and Lead Researcher* 1999 – 2001

- Managed Ford Foundation project on minority protection and security in South Asia
- Recruited and directed research teams in Bangladesh, India, Nepal, Sri Lanka and Pakistan
- Managed \$300,000 project budget
- Represented the Center at UN committees and meetings in Switzerland, Nepal, and South Africa

**Center for Monitoring Election Violence** **Colombo, Sri Lanka**  
*International Election Observer/Coordinator* 1999 – 2000

- Developed Terms of Reference for foreign volunteers and trained over 70 election monitors
- Monitored and reported on election violence in remote areas of central and eastern Sri Lanka

**Independent Research** **Multiple Locations**  
*Research in the United States, Europe, and South Asia* 1998 – 1999

- Secured private grant to compile history of my family's migrations from colonial South Asia

**Peninsula School, Ltd** **Menlo Park**  
*8<sup>th</sup> grade Classroom Teacher* 1995 – 1998

**Fodor's Travel Publications** **New York**  
*Editor and Writer* 1994 – 1996

- Edited and wrote a new edition of *Fodor's India* and the first and third editions of the *Berkeley Guide to Germany and Austria*

**United States Forest Service** **California**  
*Amphibian Habitat Surveyor, South Fork, Feather River* 1995

### Education

**Columbia University** **New York**  
*Master of International Affairs (International Security Policy and Human Rights)* 2003

- Focused on civil – military cooperation in post-conflict and insurgency settings
- Regional specialization in Africa, function specialization in humanitarian affairs
- Member of Admissions Committee for Fall 2003

**University of California at Berkeley** **Berkeley, CA**  
*Bachelor of Arts in History (Honors)* 1995

- Minor Programs in Natural Resource Management (honors) and Education (honors)
- Edward P. Kraft Scholarship, 1991; nominated to Phi Beta Kappa, 1995

**Selected Publications**

- "The Civilian Core of American Power," with Derek Chollet and David Shorr *Foreign Service Journal* (December 2008): 28-33
- "Winning the Battle, Losing the Faith," with Nathaniel C. Fick, *The New York Times* (5 October 2008): WK 10.
- "Surging Statecraft to Save Afghanistan," with Nathaniel C. Fick, *Small Wars Journal* (2 October 2008)
- *Making America Grand Again: Toward a New Grand Strategy*, with Michèle Flournoy and Shawn Brimley (Washington DC: Center for a New American Security, June 2008)
- *The Power of Balance: America in Asia*, with Kurt Campbell and Nirav Patel (Washington DC: Center for a New American Security, June 2008)
- "Stumbling into the Future: The Indirect Approach and American Strategy," with Shawn Brimley, *Orbis* (Spring 2008): 312-331
- "Averting the System Reboot: Innovations and Critical Lessons from Iraq Must Be Preserved," with Shawn Brimley, *Armed Forces Journal* (December 2007): 34-37, 47
- "Washington Should Pay Attention to Russian Moves in the Asia-Pacific" with Nirav Patel, *World Politics Review* (13 June 2008)
- "Uncle Sam Needs to Engage Asia" with Nirav Patel, *The Straits Times*, (10 June 2008)
- "U.S. Foreign Policy and the Next President: America at a Pivot Point" with Shawn Brimley, *World Politics Review* (6 June 2008)
- "The Face of America Abroad," with Shawn Brimley, *The Baltimore Sun* (6 November 2007): 11A
- "Make Armed Contractors A Part of the Solution," *The Hill* (10 October 2007)
- "History Lessons from Eisenhower and Nixon on Quitting War" with Kurt Campbell, *Financial Times* (1 October 2007)

**ROBERT FRANCIS SMITH, PhD**

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**Summary**

A communications executive and speechwriter, with 25 years of experience in Fortune 100 companies and Federal agencies. Extensive experience framing national and international issues. Proven track record developing high-impact executive speeches, articles, reports, and Congressional testimony on behalf of prominent corporate and government leaders.

**Subject Expertise**

- Business & Economics
- Banking
- Oil & Gas
- Auto Industry
- Aerospace & Defense
- Corporate Ethics
- Leadership
- Higher Education
- International Trade
- Foreign Policy

**Professional Experience**

**Department of Defense, the Pentagon**  
Assistant to the Deputy Secretary

2002-03

Contract speechwriter to Paul Wolfowitz, one of the Bush Administration leading policy makers on defense and foreign policy.

**Lockheed Martin Corp., Bethesda, Maryland**  
Director, Executive Communications

1997-02

Speechwriter and researcher to Norm Augustine and other senior managers of the aerospace and defense giant, with \$25B in annual sales and 125,000 employees.

**Valis Associates, Washington DC**  
Senior Communications Advisor

1996-97

Communications consulting for a leading pro-business lobbying firm. Clients included Citizens for Civil Justice Reform, National Business Travel Assoc., Pfizer, and Coca Cola.

**Federal Housing Finance Board, Washington DC**  
Deputy Director of Public Affairs & Senior Public Affairs Officer

1991-95

Through policy speeches, articles, newsletters, and Congressional testimony, created a "voice" for the new regulator of the \$400B Federal Home Loan Bank System.

**U.S. Dept. of Commerce, Washington DC**  
Special Assistant to Commerce Secretary Robert Mosbacher

1989-91

Recruited and directed policy writing staff and speechwriters for Secretary Mosbacher, a key member of President George Bush's inner circle. Created "Eight-Point Competitiveness Plan" as concept for President's economic program. Idea endorsed by the White House.

R.F. Smith – page two

**U.S. Information Agency, Washington DC**  
**Director, Office of Private Sector Programs**

1985-89

During a watershed period in U.S. foreign policy, directed an office that told America's story to the world through international exchange. Managed a staff of 30, annual budget of \$10-12 million, and 100 grants per year. Diplomatic travel to East Asia, Europe, and the Middle East. Represented U.S. at international conferences and in speeches before diverse audiences.

**U.S. Dept. of the Interior, Washington DC**  
**Special Assistant to Interior Secretary William Clark**

1984-85

During Presidential re-election year, served as principal speechwriter for the Interior Secretary and former National Security Advisor, described as "the most important and influential person in the first (Reagan) administration." Wrote 80 speeches on energy resource issues.

**Federal Home Loan Bank Board, Washington DC**  
**Special Assistant to Bank Board Chairman Edwin Gray**

1983-84

As S&L crisis developed, drafted speeches for the principal regulator of the Bank System, Federal thrifts, the FSLIC, and the Federal Home Loan Mortgage Corp.

**Chrysler Corporation, Highland Park, Michigan**  
**Senior Writer**

1982-83

At a time when Chrysler CEO Lee Iacocca dominated headlines, wrote more than 40 presentations telling "the Chrysler story." Contributed to public understanding and profitability.

**Cities Service Company, Tulsa, Oklahoma**  
**Manager of Editorial Affairs**

1978-82

During global energy crisis, directed executive communications and editorial board visits for a major oil company. Produced favorable editorials in print and electronic media on key issues. Served as company's liaison with think tanks and policy organizations.

**National Right to Work Committee, Falls Church, Virginia**  
**Registered Lobbyist & Assistant to Director of Membership**

1975-78

In a busy period for labor legislation, represented a leading grassroots organization with Members of Congress, U.S. Senators, and State legislators across the country. Wrote testimony. Drafted direct-mail packages to mobilize member support.

### **Education**

**University of Notre Dame**, South Bend, Indiana  
 Ph.D. and M.A. in Government & International Studies

1972-77

**Assumption College**, Worcester, Massachusetts  
 B.A. with high honors in Foreign Affairs

1966-70

**Mount Saint Charles Academy**, Woonsocket, Rhode Island  
 High School Diploma

1966

R.F. Smith – page three

**Professional Development**

<u>The George Washington University</u> , Washington, DC Graduate Study in Higher Education Administration	2000
<u>University of Kansas</u> , Lawrence, Kansas Management Development Program	1981

**Honors and Awards**

- Key to the City of Ft. Worth, Texas
- People to People award for "outstanding achievement in advancing international understanding."
- Sister Cities International Distinguished Service Award for "advancing understanding and goodwill between the people of the U.S. and the peoples of other countries."

# James "Marshall" Smith

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## EXPERIENCE

### **UNITED STATES DEPARTMENT OF AGRICULTURE, Washington, D.C.**

#### ***Special Assistant for Rural Development***

*February 2005-Present*

- Facilitate real estate development programs in rural America through the Rural Housing Service.
- Assist in administering various government loan programs for single and multi-family housing and community facilities.
- Aid in developing the Multi-Family Revitalization Initiative to refinance and improve ailing properties.
- Assist Administrator in all functions.

### **55<sup>th</sup> PRESIDENTIAL INAUGURAL COMMITTEE, Washington, D.C.**

#### ***Assistant Deputy Comptroller***

*November 2004-February 2005*

- Worked as Assistant Deputy Comptroller in Treasury Department of Inaugural Committee.
- Managed budgets and contracts for committee departments and inaugural events.
- Coordinated payroll budget for employees.

### **BUSH CHENEY '04, INC., Arlington, VA**

#### ***Treasury Budget Assistant***

*July 2004-November 2004*

- Worked in Treasury Department of 2004 Presidential Campaign.
- Assisted budget director in managing campaign budgets for the President, Vice President, First Lady, Second Lady, and other departments.
- Accounted for funds and accepted donations in accordance with FEC regulations.
- Prepared authorization for expenditures and managed expense reports for tracking of various budgets.

### **ARCHON GROUP, L.P., A GOLDMAN SACHS AFFILIATE, Dallas, TX**

#### ***Commercial Real Estate Analyst***

*May 2003-September 2003*

- Prepared economic reports concerning employment and demand in large US markets.
- Created monthly job trend report for top metros in the US.
- Updated Quarterly Vacancy Cycle analysis on major markets.

### **KRAFT FOODS, AN ALTRIA, INC. COMPANY, Rye, NY**

#### ***Sales Assistant***

*May 2002-September 2002*

- Prepared weekly business reports.
- Analyzed competitor financials.
- Evaluated business trends and determined driving factors.

### **REPUBLICAN NATIONAL COMMITTEE, Washington, DC**

#### ***Executive Support Assistant***

*May 2001-September 2001*

- Supported daily activities in Co-Chairperson Ann Wagner's office.
- Operated member relations division.

## EDUCATION & ACTIVITIES

### **HARVARD UNIVERSITY, Cambridge, MA. *September 2000-June 2004***

- Graduated Cum Laude with Bachelor of Arts degree in Government.
- Dean's List throughout entire tenure.

### **HIGHLAND PARK HIGH SCHOOL, Dallas, TX. *August 1996-May 2000***

- Graduated cum laude in 2000. National Merit Commendee, National Honor Society, Class President, Eagle Scout, Exchange Club Youth of the Year, Scholar Athlete.
- Served as Varsity Football Captain, All District Quarterback, Offensive MVP.

## **SKILLS**

- Microsoft Word, Excel, Power Point, Brio and DMS.

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## SUMMARY OF QUALIFICATIONS

Twenty-two years of Federal service providing executive support to senior-level Department of Defense officials. Career defense professional and highly effective team player with proven skills in calendar and events management, international and domestic travel planning and execution, and professional and personal administrative support. Possesses highest standards of loyalty, integrity, and dedication. Demonstrates keen political instinct, sound judgment, and abiding attention to detail.

## OBJECTIVE

To support the President's goals in the service of a senior defense official by utilizing interpersonal and administrative skills combined with broad knowledge of the Department of Defense, Executive Branch, and Congress, achieved through 22 years of service to the Department and the Nation.

## PROFESSIONAL EXPERIENCE

1993-Present - Executive Assistant to the Assistant Secretary of Defense (Strategy & Threat Reduction), Office of the Secretary of Defense

1989-1993 - Personal and Confidential Assistant to the Assistant Secretary of Defense (Command, Control, Communications & Intelligence), Office of the Secretary of Defense

1988-1989 - Personal and Confidential Assistant to the Director, Net Assessment, Office of the Secretary of Defense

## EDUCATION

1965 - Graduated Baton Rouge-Draughon Business College, Baton Rouge, Louisiana  
Numerous miscellaneous US Government and university courses

## AWARDS

Outstanding Public Service Award, Office of the Secretary of Defense (1993)  
Outstanding Performance Awards (1979-Present)

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References upon request

## Timothy R. Strabbing

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### EXPERIENCE

#### **Military Service: Infantry Officer, United States Marine Corps**

*US Naval Academy Political Science Department, Annapolis, MD*

*July 2006-Present*

- **Politics of Irregular Warfare Instructor:** Developed and taught rigorous upper level course designed to prepare over 90 future officers for the complexity of modern conflict *2008-Present*
- **Global Strategic Studies Instructor:** Designed and implemented a new course syllabus reflecting the current international strategic environment *2007-2008*
- **Executive Officer, International Scholarship Program:** Directed a capstone program dedicated to preparing midshipmen for graduate study overseas, setting a Naval Academy record for graduate scholarship winners in 2008 *2006-2008*
- **Officer Representative for Varsity Men's Heavyweight Crew Team** *2006-Present*

*3<sup>rd</sup> Battalion, 1<sup>st</sup> Marines, 1<sup>st</sup> Marine Division, Camp Pendleton, CA*

*April 2004-June 2006*

- **Battalion Assistant Operations Officer:** Conceived and executed two Battalion level operations integrating Iraqi soldiers into each mission; led to improved security for local and regional population *January 2006-June 2006*
- **India Company Executive Officer:** Developed and implemented a comprehensive counterinsurgency strategy for India Company in three different cities in Al Anbar, Iraq *April 2005- January 2006*
- **India Company, 1st Platoon Commander:** Led and mentored a 42 man rifle platoon through seven months of counterinsurgency and combat operations, including Operation Al Fajr, the November 2004 urban assault on Al Fallujah, Iraq; all 42 returned safely to the US *April 2004- April 2005*

#### **Military Schools**

- Marine Corps' Basic Officer and Infantry Officer Courses, Army Ranger and Airborne Schools *2001-2004*

#### **Military Awards**

- Combat Action Ribbon *2004*
- Navy Commendation Medal with Combat Distinguishing Device *2005, 2006*
- Global War on Terrorism Service Medal, GWOT Expeditionary Medal, Iraqi Campaign Medal *2005, 2006*

### EDUCATION

#### **University of Oxford (Marshall Scholar)**

**Oxford, England**

*Master of Science in Russian and Eastern European Studies*

*2001-2003*

- Thesis topic: The Role of Religion in Baltic Independence at the end of the Cold War
- Hertford College Crew Team; Varsity Women's Basketball Coach

#### **United States Naval Academy**

**Annapolis, Maryland**

*Bachelor of Science, Political Science*

*1997-2001*

- Graduated first overall for the Naval Academy Class of 2001
- Brigade Commander for Fall 2000, responsible for leading the 4,250 members of the Brigade of Midshipmen
- Awarded Thompson Cup in 2001 for greatest contribution to USNA athletics as varsity crew team rower

### COMMUNITY ACTIVITIES

- Member of Hillcrest Christian Reformed Church in Hudsonville, Michigan *1995-Present*
- Volunteer at *La Roca*, a shelter for abused and abandoned women and children in Tijuana, Mexico *2005-2006*
- Officers' Christian Fellowship National Council Member *2009-Present*

### PERSONAL

- (b)(6)
- International travel: Europe, Russia, Israel, Iraq, India, Vietnam, Cambodia, Thailand, South Korea, Tanzania, Ethiopia
- (b)(6)

EXECUTIVE SUMMARY

- Experienced government relations manager and executive branch insider.
- Proven public-private sector track record in financial services and foreign affairs.

GOVERNMENT RELATIONS EXPERIENCE

Department of State Legislative Management Officer (2004 – Present) \$94,454

- Senior Congressional Advisor to the Bureau of East Asia and Pacific Affairs; manage legislative strategy, build and strengthen relations with House Small Business Committee's U.S.-China Inter-parliamentary Exchange, the Congressional U.S.-China Working Group, foreign relations oversight committees and leadership offices.
- Architect of House Resolution 550, to recognize the importance of maintaining Asia-Pacific Economic Cooperation (APEC) as the preeminent multilateral institution for promoting trade and economic policies.
- Lead consultations with Congress on Free Trade Agreement with South Korea, WTO accession for Vietnam, APEC, the Six-Party Talks, ASEAN-U.S. Enhanced Partnership, and issues such as market access, intellectual property rights, and currency valuation.
- Serve as diplomatic and policy advisor on Congressional trips to East Asia examining market access, FTA, North Korea denuclearization, IPR, technology transfer, cross-strait relations and rule-of-law.
- Advise strategic planning of official delegations to Bangkok, Beijing, Jiang-xi, Seoul, Shanghai, Sichuan, Taipei, Tibet, Tokyo, Xing-Jiang, and Yunnan.
- Prepare senior officials for testimonies and annual reports to congress.

Department of the Treasury Congressional Liaison (2001 – 2004)

- Successfully coordinated the drafting of regulatory language, which included tax benefits for small businesses, in the Economic Growth and Tax Relief Reconciliation Act of 2001 and the Tax Jobs and Growth Act of 2003.
- Demonstrated strong leadership in working with Congress on the passage of the Foreign Sales Corporations Extra-Territorial Incentive legislation that ended the burden of tariffs imposed on U.S. exports under WTO sanctions.
- Coordinated with Congress on approvals of World Bank and Asian Development Bank projects in East Asia.
- Served as Department's representative to the President's Advisory Commission on Asian Pacific Americans.

OTHER PROFESSIONAL EXPERIENCE

American Council of Young Political Leaders Delegate to Japan (2003)

- Discussed foreign and domestic policies with key members of the Japanese Diet, prefecture governments, mayors, city council, and NGOs in Tokyo, Kanagawa, Kyoto, Himeiji and Kita-Kyushu.
- Examined Japan's economy through interactions with corporate leaders, Ministry of Finance officials, and industrial site visits.
- Met with senior LDP and DPJ party officials to compare election strategies, analyzed Japan's general election process, political parties, and observed campaign led by Prime Minister Koizumi.

TIG Inc. Managing Director of Overseas Operations (1999-2000)

- Supervised acquisition strategies for portfolios under management in England, Sweden, and Greece.
- Implemented corporate strategy for investment in European currency markets. Evaluated budget, functional structure and recruitment of personnel for regional offices.

The White House Bush-Cheney Transition (12/2000- 3/2001)

- Assisted in the selection of political appointees to serve in President-Elect George W. Bush's Administration.
- Assistant to the Associate Director of Presidential Personnel, Katja Bullock, during the first three months of President George W. Bush's Administration.

Ignite! Learning Inc. Business Advisory Board (2000-2003)

- Advised the CEO on business development and industry strategies.
- Identified and recommended prospective global partners.

Swedish Open Championships – Borlänge Co-Chair of the Host Committee (1997–1998)

- Supervised logistical support such as transportation, accommodations, and event scheduling.
- Coordinated media and public outreach.

University of Gävle-Sandviken, Sweden Instructional Technology Consultant (1997)

- Pioneered the use of collaborative learning systems and video conferencing for distance education.
- Successfully integrated instructional technology to augment traditional pedagogy.
- Developed web-based curriculum for the Department of Distance Education.

EDUCATION

- M.Sc. University of York, UK, 2000
- M.Phil. Researcher at University of Nottingham, UK, 1996
- B.A. Purdue University, West Lafayette, IN 1994

LANGUAGES

- Fluent in English; native speaker of Mandarin Chinese and Fujian dialect; conversant in Swedish.

AWARDS AND ACTIVITIES

- Recipient of the Meritorious Award for concurrently managing the Bureau of East Asia and Pacific Affairs, the Bureau of Democracy Human Rights and Labor and the Bureau of Populations Migration and Refugees.
- Recipient of outstanding performance reviews in 2004, 2005.
- Experimental Aircraft Association Chapter 186 member.
- Rotary International, Rotaract Club in Borlänge-Sweden, Founding Member.
- Purdue Student Union Board Executive Director of Media & Publicity.

(b)(6)

# SHAWN F. SULLIVAN

(b)(6)

## SUMMARY OF QUALIFICATIONS

- Eight years experience advising senior U.S. Defense and State Department officials on complex political, legislative and military issues.
- Presidential and state-level political campaign experience building grassroots networks and organizing and mobilizing political supporters.
- Foreign policy expertise: Latin America; Europe; Africa; political-military operations; international trade and energy; and crisis management operations.

## SKILLS

- |                                     |                              |                      |
|-------------------------------------|------------------------------|----------------------|
| *Political risk management          | *Strategic alliance building | *Negotiation skills  |
| *Analytical and organization skills | *Market entry analysis       | *Strategic planning  |
| *Financial analysis and budgeting   | *Project development         | *Public relations    |
| *Campaign management                | *Congressional affairs       | *Conflict resolution |

## PROFESSIONAL EXPERIENCE

**Special Assistant (GS 15/5)** Present

**U.S. Department of Defense -- Washington, D.C.**

Advise senior Defense Department officials on sensitive military, foreign policy and political issues affecting U.S. national security. Build network of client relationships throughout U.S. foreign policy establishment and key Congressional committees to advance policy initiatives. Conduct numerous, complex and high priority special assignments dealing with political-military issues in Europe, NATO and Eurasia. Liaise with foreign government officials to communicate U.S. foreign policy positions. (b)(6)

**Senior Field Representative** (b)(6) 2004

**Bush/Cheney '04 Inc. -- Albuquerque, NM**

Responsible for recruiting, organizing and mobilizing campaign political supporters. Built and managed one of the most effective grassroots volunteer networks in New Mexico's history. Developed communication plans and organized public events. Represented the Bush campaign in front of business and civic groups, conducted outreach to the Hispanic community and established and maintained relationships with state leaders.

**Key Accomplishments:**

- Recruited and trained over 300 grassroots volunteers.
- Supervised successful get out the vote operation.

**Political/Economic Counselor (FS 02/10)** 2001-2003

**United States Embassy -- Luanda, Angola**

Managed the U.S. government's diplomatic relations with the Angolan government. Apprised Washington policy-makers on key political, military and economic developments. Identified business opportunities for U.S. companies and advised them on market-entry strategies. Coordinated efforts with international financial institutions to identify and initiate development assistance projects. Effectively worked with the Angolan government to implement economic reforms.

**Key Accomplishments:**

- Crafted the U.S. government's \$120 million response to Angola's humanitarian crisis.
- Served as the U.S. technical advisor to the Angolan peace process.

# SHAWN F. SULLIVAN

(b)(6)

**Political Advisor to U.S. and NATO Commanding Generals (FS 01)**  
**North Atlantic Treaty Organization (NATO) -- Serbia/Kosovo**

1999-2001

Provided advice on a broad range of sensitive political and military issues during extremely fluid and unstable post-war period. Developed strategies to advance NATO and U.S. objectives in the region. Coordinated crisis management operations and military planning with senior U.S. policy-makers, the United Nations and NATO. Managed a staff of fifteen senior U.S. and foreign military and civilian personnel.

**Key Accomplishments:**

- Negotiated peace agreement between Serbian government and Albanian insurgents.
- Developed multi-ethnic political framework that led to new municipal elections in 2002.

**Latin America Economist (GS 13)**

1995-1999

**U.S. Department of State -- Washington, D.C.**

Managed \$180 million trade and development portfolio that advanced the promotion of democracy, free market economies and regional stability. Coordinated policy initiatives with the U.S. Trade Representative's Office to promote and protect Intellectual Property Rights. Drafted Congressional testimony for senior U.S. government officials and regularly briefed Congressional staffers on the State Department's legislative priorities for the region.

**Key Accomplishment:**

- Member of U.S. team that resolved Cuba trade dispute between the U.S. and Europe.

**Senior Republican Legislative Assistant**  
**Massachusetts State Legislature -- Boston**

(b)(6)

1992-1993

Provided political and legislative advice to the House Republican Leader and Republican Caucus and developed strategies to advance the Republican Party's legislative agenda. Served as the senior environment and budget legislative analyst. Engaged with interest groups, political action committees and trade associations. Drafted legislation, policy position papers, floor statements and speeches.

**Key Accomplishment:**

- Drafted and lobbied for the successful passage of clean water legislation.

## EDUCATION

George Washington University -- Master of Business Administration, Candidate  
University of New Mexico -- Master of Arts, Latin American Studies, 1995  
University of Massachusetts -- Bachelor of Arts, Political Science, 1991  
Universidad del Salvador -- Argentina, 1989

## LANGUAGES

(b)(6)

## AWARDS

Letter of Commendation, NATO Secretary General, 2001  
NATO Kosovo Campaign Medal, 2001  
Department of State Superior Honor Award, 1998  
Department of State Meritorious Honor Award, 1998



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**EXPERIENCE****Obama for America****Chicago, IL***National Advance Staff*

Mar–Nov 2008

- Site Lead on advance teams, deployed by Chicago HQ to execute day-to-day campaign strategy and manage on-the-ground messaging; organized events including community town halls, economic roundtables, political fundraisers, and outdoor rallies.
- Designed comprehensive site layouts and oversaw construction while working in tandem with US Secret Service, managing relationships with production vendors, and finalizing negotiations with hosting organizations.
- Notable assignments include: UK leg of Obama foreign tour, VP team during the 2008 DNC, Philadelphia “barnstorm”, second presidential debate in Tennessee, and a 40,000-attendee joint rally with Senator Obama and former President Clinton.

**Google, Inc.****Mountain View, CA***New Business Development Associate*

July 2006–Apr 2008

- Core member of Google Africa Team strategically promoting company’s commercial objectives in emerging sub-Saharan markets.
- Created a comprehensive strategy for university engagement in Africa; presently directing related, tactical initiatives.
- Designed and managed the Google Gadget Competition, a developer challenge for students; leading cross-functional team to launch program across 6 East African countries in 3 months; overseeing engineering, marketing, legal, and PR aspects.
- Co-led formation of \$1.4 million partnership with international microfinance foundation from incubation to signing; elements included co-directing design of rural Africa project plan, writing term sheet, and engaging multiple stakeholders in negotiation.
- Managed strategic Google Apps software deals in Kenya and Rwanda; developed new implementation and marketing roadmaps for piloting institutions; delivered product presentations and trainings to universities and government ministries.

**Stanford Program in International and Cross-Cultural Education****Palo Alto, CA***Curriculum Designer*

Sept 2005–Feb 2006

- Developed and wrote a high school-level curriculum on global freshwater resources, including comprehension-building activities and regional case studies that focus on inequitable access to water and the resulting health implications.

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**LEADERSHIP EXPERIENCE****Cosmos Education****Lusaka, Zambia; Meru and Nairobi, Kenya***Fundraising Director (Volunteer)*

Apr 2005–present

- Established new protocols for international non-profit promoting science and technology education in sub-Saharan Africa.
- Designed and taught core environmental science and engineering modules as part of 2005 and 2006 ‘Under African Skies’ teams.

**Mkombozi Centre for Street Children****Moshi, Tanzania***Teacher, Non-Formal Education Program*

July–Sept 2003

- Designed interdisciplinary, experiment-based science curriculum and taught 1<sup>st</sup> grade class exclusively in Kiswahili.

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**EDUCATION****Stanford University****Palo Alto, CA***Master of Science - Earth Systems*

Mar 2004–Dec 2005

- Specialization in sub-Saharan African land management and natural resource-based economic conflict.

*Bachelor of Science - Earth Systems*

Sept 2000–Dec 2004

- Coursework in environmental science, sustainable development, economics, and public policy; concentration in African Studies.

- Honors: **Foreign Language and Area Studies Fellow in Kiswahili**

**Palo Alto, CA**

Selected by panel of Stanford professors for merit-based African Studies graduate fellowship and year-long grant.

**Oxford University, Stanford Overseas Studies Program****Oxford, UK**

Conducted intensive studies in African History and Literature in tutorial with Professor Emeritus Anthony Kirk-Greene.

**Stanford Beagle II Award****Loodoariak, Kenya**

Initiated and executed a qualitative study on girls’ formal education in remote village in Kenyan Maasailand.

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**SKILLS AND INTERESTS**

- Extensive knowledge of and professional networks in Kenya, Tanzania, Uganda, Rwanda, Ethiopia, Nigeria, South Africa, and DRC.
- Experience with Google applications, Microsoft suite, and programming in C; (b)(6)
- Former varsity athlete in crew; other interests include marathon running, backpacking, traveling, creative writing, and NFL football.

## Olivia Trove

(b) (6)

### Education

**National Defense University**, Ft. McNair, Washington, DC

Coursework in National Security Studies.

**University of Pennsylvania**, Philadelphia, PA, May 1999

Bachelor of Arts in Political Science, Int'l Politics concentration. Minors in Theater and World History. G.P.A.3.3

### Work Experience

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**Dept. of Defense, Office of the Secretary of Defense, Washington, DC**

*Under Secretary of Defense for Policy- Detainee Affairs, Asst. for Detainee Policy, June 2005- Present*

- Responsible for managing special and sensitive projects related to DoD detention operations
- Responsible for managing and maintaining DoD's relationship with the International Committee of the Red Cross and their work in regards to all DoD detention facilities and operations
- Compose memos, briefings, and reports on detention operations related to Iraq, Afghanistan, and Guantanamo, presented to the Secretary of Defense and other senior officials under short suspense deadlines
- Currently manage the UK, Australia, and Canada portfolios, responsible for maintaining diplomatic relations dealing with concerns related to DoD detention operations

**Dept. of Defense, Office of the Secretary of Defense, Washington, DC**

*Special Assistant to the Assistant Secretary of Defense for Legislative Affairs, Dec. 2004- June 2005*

- Drafted readaheads and preparations for the Secretary and Deputy Secretary of Defense when interacting with Members of Congress in meetings, briefings, and hearings on the Hill.
- Managed operations related to the tracking and researching of Defense related legislation, including budget authorization bill and issues of concern to Members of Congress for response by the Secretary of Defense

**Office of the Global Aids Coordinator, Ambassador Tobias, Dept. of State, Washington, DC**

*Special Assistant for Public Affairs, (Temporary Contract), Aug. 2004- Oct. 2004*

- Coordinated all aspects of public affairs events for AMB Tobias on international and domestic travel
- Assigned to special projects as public liaison for the President's Initiative on HIV/AIDS in the Global AIDS Coordinator Office, area focus on Africa and Middle Eastern countries

**Control Risks Group, Middle East Operations, London, England**

*Iraq Operations Coordinator, Consultant, Jan. 2004-June. 2004*

- Responsible for response team and crisis implementation plans for special operations taking place in Iraq
- Developed response plan and strategy for London headquarters on crisis negotiations and operations within Iraq
- Coordinated all Iraq offices with London headquarters, responsible for continuous correspondence and coordination of all reach back efforts including crisis response on protection teams and kidnapping negotiations

**Coalition Provisional Authority, Office of Ambassador L. Paul Bremer, Baghdad, Iraq**

*Confidential Assistant to Ambassador Bremer- Administrator, May 2003-Dec. 2003*

- Responsible for setting up operations within the presidential palace 1.5 weeks from completion of the war; worked on various events throughout the country of Iraq involving AMB Bremer, clerics, and prospective Iraqi
- Managed scheduling and correspondence for AMB Bremer; facilitated meetings directly impacting the formation of the Interim Iraqi Governance Council; worked closely with the Chief of Staff on restructuring & organization
- Drafted memos regarding developments of the Governing Council and focused on policy regarding culture, human rights, security strategy and women's issues
- Actively managed relationships with senior ministry advisors, foreign diplomats, and visiting senior level officials

**Dept. of Defense, Office of the Secretary of Defense, Washington, DC**

***Confidential Assistant to Principal Deputy Under Secretary of Defense, Policy Mar. 2003-May 2003***

- Tracked policy coming into the office and responsible for time sensitive materials en route to the Secretary of Defense and various departments within Defense
- Drafted confidential memos and presentations regarding defense initiatives and tracked ministry development
- Worked on all aspects of preparing Amb. Bremer and immediate staff deploying to Iraq
- Responsible for managing operations of day to day office activities and administrative support staff

**Dept. of the U.S. Army, Office of the General Counsel, Washington, DC**

***Confidential Assistant to the General Counsel, Apr. 2002-Jan. 2003***

- Managed all aspects of General Counsel's scheduling, travel planning and preparation, responsible for attending briefings and providing notes and information to the General Counsel and senior attorneys on staff
- Drafted confidential memos, staff action memos, and letters for official military, government, and civilian affairs; held weekly briefings with staff to monitor status of all office operations and reported them to the General Counsel
- Served as liaison for communications between the General Counsel other senior officials at the Dept. of Defense, tracked briefs and cases dealing with issues of a highly sensitive nature

**Republican National Committee (RNC), Political Education Division, Washington, DC**

***Regional Training Representative-West Coast, May 2001-April 2002***

- Responsible for developing and expanding the Political Education Program across twenty states in the west coast region, established working relationships with County Chairs and State Party operatives as well as with U.S. House and U.S. Senate members to develop a working relationship supporting the national training program, worked on public relations strategy for national development
- Developed presentations for training seminars on grassroots activism and campaigns, worked with director on developing national training program and message

**George & Donaldson, L.L.P., Austin, TX**

***Litigation Assistant, Oct. 1999-May 2001***

- Prepared witness files and chronological sets of exhibits and documents on various cases pending trial for review by the attorneys; entered indexes and summaries of exhibits and files, developed legal database using Summation software
- Prepared and provided administrative and personal assistance to the firm's partners on intellectual property, real estate, and environmental law cases

**Republican National Committee, Office of the Co-Chairman, Washington, DC**

***Deputy Director of Coalitions, May 1999-Sept. 1999***

- Developed and maintained working relationships with special interest groups ranging from disability issues, ethnic minority groups and businesses, to members of various blue collar industry associations at the grassroots level of the Party; liaison for communicating interests to the RNC
- Responsible for drafting newsletters and press releases, as well as organizing public relations and events for the New Majority Council (NMC), an RNC ethnic outreach initiative; assisted with conference and event planning

**Awards and Organizations**

- Recipient of the Secretary of Defense's Medal for *Operation Iraqi Freedom*, December 2004
- Recipient of the U.S. Army's *Commanders Award for Public Service* medal, January 2003
- University of Pennsylvania Washington, DC, Alumni Club, Treasurer, (May 2002- present)
- Texas State Society, Washington, DC, member, (May 2001- present)

**Skills**

Languages: (b)(6)

Computer: PC and Mac capabilities, MS Office, Word Perfect, QuickBooks, Summation, PageMaker

(b)(6)

**education**

2002 – 2004 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**  
M.B.A. degree. Chairman, Distinguished Speakers Committee of HBS Leadership & Values Initiative. Management Team, Harbus Foundation. VP for 2004 Political Campaigns, HBS Republican Club. Member, Latino Student Org.

1995 – 1998 **COLUMBIA UNIVERSITY SCHOOL OF LAW** **NEW YORK, NY**  
J.D. degree. *Columbia Law Review*: Editor, Treasurer and Member of the Board of Directors. Certificate from the Parker School of Foreign and Comparative Law. President, Federalist Society. Member, Latino Law Student Ass'n.

1991 – 1995 **PRINCETON UNIVERSITY** **PRINCETON, NJ**  
A.B. degree, *cum laude*, Woodrow Wilson School of Public and Int'l Affairs. Certificate in American Studies.

**experience**

June 1 – **BUSH-CHENEY '04, INC.** **ARLINGTON, VA**  
Nov. 2, 2004 **Debate Preparation Advisor – Policy Department**

Member of six-person team responsible for policy-related debate preparation for President Bush and Vice President Cheney. Worked directly with Director and Deputy Director of debate preparation, and multiple policy experts, on the persuasive and succinct articulation of Administration positions, particularly in regard to national security, international and economic matters.

- Reviewed, revised, and contributed to debate/policy documents, from early issue briefing papers to final pre-debate note cards. Consistently monitored news and conducted research to refine and update documents.
- Devised preparation questions and talking points based on current events and possible attacks by opposing candidates.
- Responsible for confirming accuracy of all policy statements likely to be uttered by the President in the debates.
- Additional: Assisted policy experts and communicators with research and analysis for policy memos, media inquiries, rapid responses, and second term agenda plan (*Agenda for America*).
- Other: Leading outside attorney for RNC legal team in Duval County, Florida in the week ending on Election Day.

1998 – 2002 **O'MELVENY & MYERS LLP** (Los Angeles' oldest and largest law firm) **LOS ANGELES, CA**  
**Attorney – Corporate Practice**

Advised publicly traded companies, investment funds and growth companies on M&A, venture capital, intellectual property and international joint venture transactions, and related issues. Client industries include semiconductor, aerospace/defense, government, and energy industries. Beginning in third year, served as senior associate on most transactions, reporting directly to senior clients and partners, and supervising project teams. Worked directly with clients, deal team members and other parties' counsel to resolve complex transaction issues.

**Mergers & Acquisitions, Venture Capital and Intellectual Property**

- Negotiated and led crafting of stock/asset purchase agreements for buyers and sellers.
- Provided strategic advice to venture client CEOs and CFOs, and negotiated venture financing agreements.
- Advised clients on intellectual property exploitation, and negotiated and created mission-critical licenses.

**International**

- Advised clients on concept, structure, and mechanics of joint ventures with Japanese, German and French entities.
- On-site due diligence and coordination with local counsel and government officials regarding sales of essential infrastructure in Nicaragua (phone monopoly) and Chile (electric power transmission monopoly).

**Firm Citizenship**

- Brought in two new clients. Personally identified and recruited two lateral associates.

**internships**

summer 2003 **HON. MICHAEL MONTELONGO** (the CFO of the Air Force) **THE PENTAGON**  
**ASSIST. SECRETARY OF THE AIR FORCE, Financial Management & Comptroller – Transformation Office**  
Assisted senior personnel and project teams with financial management transformation initiatives and related business cases. Furthered development of Air Force Financial Management Strategic Plan.

summer 1994 **MAYOR RICHARD RIORDAN – Office of the Chief of Staff** **LOS ANGELES, CA**

summer 1993 **NAT'L REPUBLICAN CONGRESSIONAL COMMITTEE – Communications Division** **WASHINGTON, DC**

summer 1991 **U.S. SENATOR JOHN SEYMOUR** **LOS ANGELES, CA**

**community**

Co-Founder and past Chair of St. Raphael School Development Board. Organized in early 2000, the Board provides strategic, financial and organizational assistance to the 300-student School located in South Central L.A.

**WILLIAM JOSEPH TURENNE, JR.**

INI

**A SEASONED 13-YEAR VETERAN OF WASHINGTON WITH WIDE-RANGING AND TRULY UNIQUE EXPERIENCE IN THE FEDERAL GOVERNMENT, PRO-BUSINESS LOBBYING ASSOCIATIONS, NATIONAL AND STATE CAMPAIGNS AND CAPITOL HILL.**

**PROFESSIONAL EXPERIENCE****OFFICE OF THE SECRETARY OF DEFENSE****THE PENTAGON**

**Senior Advance Officer, SECDEF Advance and Media Relations: March 2002 to Present** - Responsible for public affairs advisory and travel advance duties for former Secretary Donald H. Rumsfeld and current Secretary of Defense Robert M. Gates. Duties require meticulous planning, coordination and seamless execution of all events relating to official travel, both international and domestic. Events include speeches, press availabilities, troop visits, regional media interviews, bilateral meetings, ministerial conferences, editorial board visits and special event appearances. Position demands attention to detail, extensive travel, the willingness to serve beyond job description, as well as the ability to effectively and simultaneously manage a small team of junior advance officers.

- Sole representative of the Department of Defense and the Office of the Secretary present during planning stages of successful visits to over 50 sovereign nations spanning 5 continents.
- Leads bilateral negotiations with host governments and/or organizations to ensure that all scheduled events (public and private) properly reflect the wartime communications strategy of the Department of Defense.
- Contributes to the strategic development and spearheads the execution of the Department's global communications strategy while on official travel. Directly briefs the Secretary and senior staff on all public event preparations, protocols, cadence and participation.
- Plans, designs and oversees the creation of environments for troop visits that maximize media coverage of the core messages of the Department and allow for candid interaction between the Principal and the military, most often in combat zones of Afghanistan and Iraq.
- Maintains an active and credible relationship with members of the domestic and international press without abandoning the overall strategic objectives of the Department. Designates press "pools" for official trips and manages all media logistics while traveling with the Principal.
- Spearheaded coordination of Secretary Rumsfeld's appearances at special events including: NASCAR Nextel Cup® races at Richmond International Raceway® on 9/11/04 and Daytona International Speedway® on 7/2/05, and The Grand Ole Opry® in May of 2005.

**Promotions: O/S Grade Increases (Merit): March 2005, February 2007**

**Awards/Commendations: Awarded the Secretary of Defense Medal for Outstanding Public Service, December 2006**

**CITIZENS FOR A SOUND ECONOMY****WASHINGTON, DC**

**Deputy Director of Campaign Operations: March 2000 to February 2002** - Responsible for project management and strategic implementation of lobbying efforts, grassroots mobilization and earned media campaigns in twelve state offices for a free-market, pro-business organization with over 300,000 active members nationwide. Highlights include:

- Coordinated with the White House and Congress to mobilize activists in key areas to demonstrate grassroots support for portions of the Bush Administration's economic agenda including tax relief, Social Security reform, prescription drug benefit, and national energy policy.
- Managed and implemented an 'on-the-ground' voter education campaign for three highly competitive Michigan Supreme Court elections. Statewide efforts to increase down-ballot voting included targeted direct mail, earned media and GOTV phone calls to over 200,000 likely voters contributing to the reelection of all three conservative justices.
- Targeted and executed a voter education campaign in Michigan on the presidential candidates' opposing prescription drug plans, Al Gore's energy policy record and his views on the auto industry. Total GOTV efforts reached over 500,000 likely GOP voters in critical townships.

**GEORGE W. BUSH FOR PRESIDENT****NORTHERN VIRGINIA**

**Advance Team Volunteer: September 1999 to February 2000** - Assisted with advance and logistics planning for local fundraising events featuring both Former President Bush and then Governor George W. Bush in his successful presidential bid.

**LAWRENCE S. HOFFHEIMER, P.C.****WASHINGTON, DC**

**Associate Lobbyist: June 1997 to August 1999** - Responsibilities included planning and implementing client-based lobbying strategies, as well as conducting office management duties for a small D.C. practice. Specialization in the health field, working with Members of Congress, Senators and Congressional professional staff members on a variety of health related issues ranging from medical research incentives, appropriations, Medicare coverage/reimbursement and patient advocacy. Clients and specific responsibilities included:

**National Parkinson Foundation:** Representation of NPF before U.S. Congress, National Institutes of Health and The White House.

**National Foundation for Brain Research:** Served as non-profit liaison to the scientific community for client organizations.

**NATIONAL SMOKERS ALLIANCE****ALEXANDRIA, VIRGINIA**

**Public Affairs Representative: August 1995 to June 1997** - Responsible for grassroots strategy, member recruitment, communication planning and implementation. Lead responsibility for lobbying and coalition building with affected business owners and patrons. Duties included:

- Designing and coordinating counter-strategies in response to legislative regulatory activity on the municipal and state government levels.

**UNITED STATES SENATE****WASHINGTON, DC**

**Staff Assistant - Office of Senator Malcolm Wallop (R-WY): August 1994 to August 1995** - Assisted with legislative, administrative, constituent correspondence and media outreach operations.

**EDUCATION****JAMES MADISON UNIVERSITY****HARRISONBURG, VA**

**DEGREE:** Bachelor of Science, May 1994.

**MAJOR/MINOR:** Political Science / Communications

## RESUME

MARY E. TURNER

(b)(6)

(b)(6)

### SUMMARY OF SKILLS:

Executive Assistant, scheduler, secretary, receptionist, protocol specialist, typing (100 WPM), stenography (100 WPM), writing, editing, proofreading, office management, computer skills

### EXPERIENCE:

32 years of government service, progressively responsible work in office management

**October 2005 – Present; 55-60 hours per week;** (b)(6) Office of the Vice Chairman, Joint Chiefs of Staff, 9999 JCS Pentagon, Washington, DC 20318-9999; Supervisor: (b)(6)

Manage the official and social calendars of the Vice Chairman, Joint Chiefs of Staff. Provide administrative staff management, serve as advisor to the Vice Chairman, Joint Chiefs of Staff. Manage internal office procedures, directing projects and personnel for appropriate action. Accompany Vice Chairman on travel to provide executive, protocol and administrative support. Serve as primary point of contact for the Vice Chairman, Joint Chiefs of Staff on a wide range of issues. Receive telephone calls and visitors to ensure they are referred to appropriate Joint Staff office. Act as liaison between Vice Chairman and high ranking officials within DoD, other government agencies, and offices within the Joint Staff.

**October 2001 to September 2005; 55-60 hours per week; Civilian Executive Assistant, GS-318-14,** (b)(6) Office of the Chairman, Joint Chiefs of Staff, 9999 JCS Pentagon, Washington, DC 20318-9999; Supervisor: (b)(6)

(b)(6)

Managed the official and social calendars of the Chairman, Joint Chiefs of Staff (CJCS) to include scheduling meetings, speeches, travel, and social events. Managed internal office procedures and administrative matters. Accompanied Chairman on travel to provide executive, protocol and administrative support. Served as primary point of contact for the Chairman on a wide range of issues. Interfaced routinely with the high-

ranking government officials, foreign officials and leaders in business community. Acted as liaison between the Chairman and high ranking officials within the White House, Congress, Department of Defense, combatant commanders, military services, and senior officials from other government agencies. Received outstanding performance award in 2002, 2003, 2004 and 2005 with quality salary increases in 2002 and 2004.

**August 1994-September 2001;** 55-60 hours per week; Staff Assistant, GS-318-14; promoted to GS-14 October 2000; promoted to GS-13 October 1999; promoted to GS-12 August 1995 [Salary: \$42,500- \$74,700] Office of the Vice Chairman, Joint Chiefs of Staff, 9999 JCS Pentagon, Washington, DC 20318-9999; Supervisor (b)(6)

(b)(6)

Managed the official and social calendars of the Vice Chairman, Joint Chiefs of Staff. Provided administrative staff management, served as advisor to the Vice Chairman, Joint Chiefs of Staff. Managed internal office procedures, directing projects and personnel for appropriate action. Served as primary point of contact for the Vice Chairman, Joint Chiefs of Staff on a wide range of issues. Received telephone calls and visitors to ensure they were referred to appropriate Joint Staff office. Acted as liaison between Vice Chairman and high ranking officials within DoD, other government agencies, and offices within the Joint Staff. Received outstanding performance awards with performance award or quality salary increase in 1996, 1997, 1998, 2000 and 2001. Received an unusually outstanding performance award with performance award and quality salary increase in 1995 and 1999.

**December 1993 – August 1994;** 50-55 hours per week; Secretary, GS-318-10; Office of the Assistant Secretary of Defense (Strategy and Requirements) (b)(6)  
(b)(6) 2900 Defense Pentagon, Washington, DC 20301-2900; Supervisor:

(b)(6)

Managed the official and social calendars of the Principal Deputy Assistant Secretary of Defense (Strategy and Requirements). Provided administrative staff management and served as administrative and personnel advisor to the Assistant Secretary and the Principal Deputy Assistant Secretary of Defense. Provided clerical support to the Principal Deputy Assistant Secretary of Defense, including all travel arrangements. Provided secretarial support, including dictation. Received unusually outstanding performance evaluation with performance award and a quality salary increase in 1994.

**December 1992 – December 1993;** 50-55 hours per week; Secretary, GS-318-09; (b)(6) Office of the Deputy Chief of Naval Operations (Resources, Warfare and Requirements), 2000 Navy Pentagon, Washington, DC 20350-2000;

(b)(6)

Managed the official and social calendars of the Deputy Chief of Naval Operations (Resources, Warfare and Requirements) (a vice admiral). Performed a variety of secretarial skills to manage the administrative functions of the office, including typing correspondence, taking and transcribing dictation, answering telephone calls and greeting

visitors. Originated correspondence of a non-technical nature. Read all incoming correspondence and routed items to the appropriate staff member. Received outstanding performance evaluation.

**April 1984 – December 1992;** 50-55 hours per week; Secretary, GS-318-9; promoted to GS-9 in April 1984 (b)(6) Office of the Assistant Chief of Naval Operations (Submarine Warfare), 2000 Navy Pentagon, Washington, DC 20350-2000; Supervisor: RADM John B. Padgett III, USN, (808) 473-0700

Managed the official and social calendars of the Assistant Chief of Naval Operations (Submarine Warfare) (a vice admiral). Maintained social and business schedules for the Assistant Chief of Naval Operations. Acted as liaison with high-ranking military, government and foreign officials on a daily basis. Typed and took dictation from the Assistant Chief, Deputy Assistant Chief, Executive Assistant and Aide as required. Maintained office files. Served as protocol officer for the Assistant Chief, organizing social engagements of an official nature. Acted as office receptionist. Received outstanding performance evaluation with performance award or quality salary increase 1984-1992.

**June 1980 – April 1984;** 45-50 hours per week; Secretary, GS-318-8; promoted to GS-8 in June 1980 (b)(6) Office of the Director of Naval Communications, 2000 Navy Pentagon, Washington, DC 20350-2000; Supervisor: (b)(6) (b)(6) phone number not available

Served as personal secretary to the Director, Naval Communications (a rear admiral). Maintained social and business schedules for Director and Deputy Director (Navy captain). Types and took dictation for the Director and Deputy Director as required on a daily basis. Prepared all necessary travel arrangements for Director and Deputy Director. Reviewed all outgoing correspondence for correctness and clarity. Maintained office files. Received outstanding performance evaluation with performance award or quality salary increase 1980-1984.

**December 1978 – June 1980;** 40-45 hours per week; Staff Assistant (Steno) GS-301-7; promoted to GS-7 in June 1980 (b)(6) Office of Director, Systems Analysis Staff, Navy Department, Washington, DC 20350-2000; Supervisor: (b)(6) (b)(6) phone number not available

Officer manager, responsible for continuity and administrative operations, implementing and maintaining routine, filing systems and associated workload. Provided liaison between Director and various activities including naval command, Congressional staffs and private industry representatives. Controlled incoming and outgoing correspondence; supervised outgoing correspondence for accuracy/compliance with existing regulations. Nominated for outstanding performance award 1978-1979.

**August 1973 – December 1978;** 40-45 hours per week; Secretary (Steno) GS-5 (entry level); promoted to GS-6 in August 1974 (b)(6) Office of Aircraft

and Weapons Requirements Branch, Navy Department, Washington, DC 20350-2000;  
Supervisor: (b)(6)

Served as clerk-typist and then secretary to the Head, Aircraft and Weapons Requirements Branch. Served as one of two secretaries for 22 naval officers typing variety of naval correspondence including letters, memoranda, Congressional correspondence, briefings to various high ranking officials. Maintained office files. Acted as receptionist in absence of regular receptionist (receiving approximately 350-400 phone calls and over 100 visitors per day). Nominated for outstanding performance award 1973-1977. Received award in 1976.

**EDUCATION:**

AA, Secretarial Science, University of Akron, 1993, Akron, Ohio; GPA 3.0

# KEITH M. URBahn

## EDUCATION

<b>Yale University</b>	New Haven, CT	Graduation: 5/2006
B.A. in Religious Studies with focus on Islam and Arabic language		
GPA: 3.9/4.0, SAT: 1500, Verbal/Math 760/740		

## WORK EXPERIENCE

- |  |                                 |                 |
|--|---------------------------------|-----------------|
| <b>Office of the Secretary of Defense</b><br><i>Intern, OSD Speechwriter's Group</i>   | Pentagon, Arlington, VA         | 5/2005 – 8/2005 |
| <ul style="list-style-type: none"> <li>▪ Researched, wrote, edited and fact-checked Secretary Rumsfeld's spoken and written remarks</li> <li>▪ Internship was part of Yale's Grand Strategy program with the goal of better understanding how the Bush administration uses rhetoric in the Global War on Terror</li> </ul>                             |                                 |                 |
| <b>U.S. Department of State</b><br><i>Intern, Public Diplomacy</i>   | Abu Dhabi, United Arab Emirates | 5/2004 – 8/2004 |
| <ul style="list-style-type: none"> <li>▪ Coordinated Middle East Partnership Initiative (MEPI) programs and worked with local Arabic and English press including satellite network Al Arabiya</li> <li>▪ Designed and completed Arabic media survey project of 1,000 young Emirati to examine definition of "credibility" in the Arab media</li> </ul> |                                 |                 |
| <b>Yale Political Science Department</b><br><i>Research Assistant</i>  | New Haven, CT                   | 9/2003 - 5/2004 |
| <ul style="list-style-type: none"> <li>▪ Researched how state sentencing guidelines have been implemented and affect the ways in which judges sentence criminals</li> </ul>  |                                 |                 |
| <b>Stamford Adult Probation</b><br><i>Intern</i>   | Stamford, CT                    | 5/2003 - 8/2003 |
| <ul style="list-style-type: none"> <li>▪ Worked assisting a state Probation Officer specifically dealing with domestic violence offenders</li> </ul>   |                                 |                 |
| <b>priceline.com hotels</b><br><i>Intern</i>   | Norwalk, CT                     | 6/2002 - 8/2003 |
| <ul style="list-style-type: none"> <li>▪ Designed and managed audit of over 13,000 hotels worldwide to create improved star-rating system</li> <li>▪ Re-launch of product led to increased profits in a particularly weak travel economy</li> </ul>  |                                 |                 |

## COLLEGE ACTIVITIES

- |   |                 |
|---|-----------------|
| <b>Yale Daily News, Regular Opinion Columnist</b>   | 9/2003 -        |
| <ul style="list-style-type: none"> <li>▪ Biweekly column, voice of conservatism on campus</li> <li>▪ Available online: <a href="http://yaledailynews.com/opinion/column.asp?fname=Keith&amp;lname=Urbahn">http://yaledailynews.com/opinion/column.asp?fname=Keith&amp;lname=Urbahn</a></li> </ul> |                 |
| <b>Yale International Security Studies, Studies in Grand Strategy</b>   | 1/2005 -        |
| <ul style="list-style-type: none"> <li>▪ Selective, year-long graduate-level program in the history and formulation of large-scale strategies</li> <li>▪ Taught by Professors John Gaddis, Charles Hill and Paul Kennedy</li> </ul>   |                 |
| <b>Yale College Students for Democracy, Vice President</b>  | 9/2004 – 9/2005 |
| <ul style="list-style-type: none"> <li>▪ Coordinator of publicity for YCSD events such as Fareed Zakaria, Jim Woolsey</li> <li>▪ Organization promotes global spread of democracy, vigorous U.S. foreign policy</li> </ul>  |                 |

## SKILLS

(b)(6)

Microsoft Excel and PowerPoint, Advanced level functions, e.g. VLOOKUP, database merge

## REFERENCES

(b)(6)



**Bernard C. Victory**

(b)(6)

(b)(6)

**Areas of Interest and Expertise**

U.S. and foreign security policies, military programs and weapons systems; U.S. intelligence; weapons proliferation. (b)(6)

**Professional Experience**

- 2001-: Department of Defense, transition team. Conduct projects for Secretary and senior DoD officials on strategy, policy, program, and budgetary issues. Support Nuclear, Conventional, and Transformation Review Panels.
- 2000-01: Professional Staff Member, National Commission for the Review of the National Reconnaissance Office. Issues included commercial space imagery policy, NRO mission, history, structure and relationship to Community mission partners.
- 1998-99: Professional Staff Member, House Select Committee on U.S. National Security and Military-Commercial Concerns with the PRC (the "Cox-Dicks Committee"). Specialized in rocket, missile, and satellite technology transfer issues.
- 1998: Staff Member, Commission to Assess the Ballistic Missile Threat to the United States (the "Rumsfeld Commission"). Researched and drafted sections of Commission report dealing with India, Pakistan, Former Soviet States, and Western sources of missile technology.
- 1988-: Research Analyst, National Institute for Public Policy, Fairfax, VA.
- Authored or contributed to dozens of policy-related monographs, reports, and quick reactions. Topics include organization and function of the U.S. Intelligence Community; missile and air defense, strategic offensive forces, Air Force long-range strike capabilities, ABM Treaty, START, Chemical Weapons Convention, Comprehensive Test Ban Treaty. Chief specialist in Congressional affairs; coordinator of National Institute's series of Congressional policy seminars for Senate and House staff.
  - Clients include the Air Force, Navy, Ballistic Missile Defense Organization (BMDO), Office of the Secretary of Defense (OSD), Defense Special Weapons Agency (DSWA), and private industry and foundations.
- 1987-88: Researcher, Congressional Research Service (CRS), The Library of Congress. Co-authored four CRS reports to Congress on the U.S./Soviet military balance.
- 1985: Management Analyst, Department of the Navy, Naval Sea Systems Command. Assisted in cost-analysis of sonar system R&D contract.
- 1985: Foreign Affairs Analyst, CRS. Researched and answered questions on foreign and defense policy for members of Congress.

## **Publications**

- "The Layman's Guide to Missile Defense" (co-author) 2000
- "Modernizing Intelligence: Structure and Change for the 21st Century," (editor) 1997
- "The B-2 in Congress," in *The B-2 Bomber--Strategic Utility for the 21st Century* (University Press of America), 1995
- "Strengthening Nuclear Non-Proliferation," review, *Comparative Strategy*, 1994
- "The International Missile Bazaar," review, *Comparative Strategy*, 1994
- Potential for Cheating on the Chemical Weapons Convention*, for DSWA (DNA), 1994
- Iraqi Concealment, Camouflage and Deception in the Gulf War--Lessons for Verifying Future Arms Control Agreements*, for DSWA, 1994
- "Arms Reductions and the Economy," *Kampo World Economy* (Japan), June 1992
- Congress and GPALS* (Ballistic Missile Defense), for BMDO (SDIO) October, 1992
- Iraq Inspections: Lessons Learned*, for DSWA, July 1992
- Noncompliance with Treaties--Theory and Practice*, for DSWA, May 1991
- Prospects for ICBM Modernization in the 102nd Congress*, for USAF, Nov. 1990
- Current Status of the Air Defense Initiative in Congress*, for DSWA, October 1990
- Third World Nuclear, Biological, and Chemical Weapons and Ballistic Missile Proliferation*, for USAF, September 1990
- HASC Report, The Fading Soviet Conventional Threat*, for USAF, August, 1990
- History of U.S. Air Defenses*, for DSWA, January 1990
- U.S./Soviet Military Balance, 1980-1987* (CRS Report for Congress, April, 1988)
- U.S./Soviet Military Balance, 1970-1979* (CRS Report for Congress, September, 1987)
- U.S./Soviet Military Balance, 1977-1986* (CRS Report for Congress, May, 1987)
- U.S./Soviet Military Balance, 1976-1985* (CRS Report for Congress, March, 1987)

## **Education**

- 1986: M.A., National Security Policy, Columbia University, New York, NY. Emphasis on strategy and force planning; defense systems budgeting; quantitative defense analysis, weapons system program management. Dean's Fellowship.
- 1983: B.A., Political Science, Magna Cum Laude, Phi Beta Kappa, University of Massachusetts, Amherst, MA.

# David Vorland

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## Education

### University of Chicago, Chicago, IL

M.A. in International Relations, August 2007

- Thesis: The Causes of Insurgency Following Conventional War

### Iowa State University, Ames, IA

B.A. with Distinction in Political Science, May 2006

- 3.86/4.0 GPA within major
- Minors in Philosophy and International Studies

## Work Experience

### Barack Obama Campaign 2007-2008

Regional Field Director-Northeast Region, North Carolina

- Managed a team of 14 organizers who recruited, activated, and trained over 4,000 volunteers
- Coordinated the regional political, legal, media, surrogate, and operations activities with the field program
- Reached over 60% voter turnout in every county, and won 10 of 17 counties in the region

Field Organizer

- Recruited, trained, and managed precinct captains and volunteers in Iowa, Wisconsin, Texas, and Indiana
- Managed crowd control and volunteer recruitment efforts at events
- Recruited and organized elected officials and party activists.

### Rick Dickinson for U.S. Congress 2006

Field Staff

- Recruited, trained, and managed volunteers
- Participated in strategy meetings
- Helped to plan and organize events

### International Security Management Association 2005-2007

Intern/Independent Contractor

- Development of ISMA website Knowledge Management Database
- Performed logistical and administrative tasks at international security conferences
- Compiled and reported member surveys and evaluations

### Clinton Dept. of Parks and Rec. Riverview Pool 2001-2006

Lifeguard/Associate Manager

- Supervised staff and pool operations
- Helped plan and run staff meetings and events
- Worked with Dept. of Parks and Rec. staff on pool improvement plans

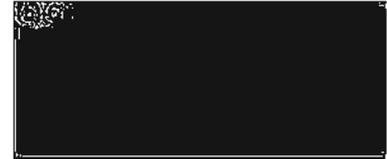
## Honors

ISU Honors Program 2002-2004, Dean's List 2003-2006, Golden Key International Honour Society Member, Vice-President of ISU Hooverball club 2004-2005, West Point Student Conference on U.S. Affairs Delegate 2005

## Computer Skills

Microsoft Office (Word, PowerPoint, Excel, FrontPage)

# ALEX WAGNER



## POLICY & LEGAL EXPERIENCE

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11/08 – 1/09                      **Obama-Biden Presidential Transition Team**                      Washington, DC  
*Office of Public Liaison and Intergovernmental Affairs*

- Assisted public liaison team in organizing Lesbian, Gay, Bisexual, and Transgender (“LGBT”), Asian American, Education and Arts outreach, including principals meetings and policy briefings by senior transition staff; coordinated transition updates, agency review, and presidential personnel meetings with various national organizations.
- Developed science, technology, and information presidential appointments database for Technology, Innovation, and Government Reform (“TIGR”) Policy Working Group.

8/08 – 11/08                      **Obama for America**                      Chicago, IL  
*National LGBT Vote Research Coordinator, Traveling Surrogate Radio Manager*

- Led campaign efforts on Obama-McCain LGBT “contrast” program and media outreach strategy involving issues such as Don’t Ask, Don’t Tell; hate crimes, and HIV/AIDS; national coordinator for LGBT Steering and Policy Committee, including integration of Sen. Clinton’s LGBT Committee; drafted VP “short-list” research memo on LGBT issues.
- Planned, prepared and executed presentation content and strategy for LGBT caucus meetings at the 2008 Democratic National Convention in Denver, CO.
- Coordinated battleground state schedulers and national surrogate scheduling team to strategically pitch and place traveling campaign surrogates on national/state radio.
- National LGBT Steering and Policy Committee member; Director, Washington State Obama Pride; Northwest Finance Committee member

10/05– 8/08                      **Kirkpatrick & Lockhart Preston Gates Ellis LLP**                      Seattle, WA  
*Associate*

- Lead associate directing U.S. Supreme Court argument strategy, drafting of merits brief, and opposition to *certiorari* as counsel for Washington State Democratic Party in *Washington State Grange v. Washington State Republican Party, et al.*, 552 U.S. \_\_\_ (2008)—a first amendment challenge to the State’s “Top Two” Primary.
- Intellectual property litigator, with specific experience in trademark and copyright enforcement on the Internet. Filed and managed numerous federal domain name “cybersquatting” and software piracy lawsuits for Microsoft, often involving extensive third-party discovery; counseled other major clients on interpretation and application federal electronic privacy law and advertising law.

10/02 – 4/03                      **American Constitution Society (ACS)**                      Washington, DC  
*Law Clerk*

- Author of weekly “ACS e-Bulletin” for national office, containing relevant legal news concerning the Supreme Court, federal courts, judicial nominations, civil liberties and the war on terrorism, and ACS chapter updates for ACS members.

7/00 – 7/02                      **Arms Control Association**                      Washington, DC  
*Non-Proliferation Analyst & Reporter*

- Tracked issues and authored numerous articles on the Nuclear Non-Proliferation Treaty, the nuclear and missile arms race in South Asia, weapons of mass destruction in Iraq and Iran, North Korean security challenges, U.N. Security Council politics; the intelligence community, and export control regimes.
- Interviewed on the BBC World radio on India/Pakistan nuclear weapons safeguards; quoted in a number of national newspapers and trade publications on security and diplomatic developments, including *The Washington Times*, *The Baltimore Sun*, *The Detroit Free Press*, and *Inside the Pentagon*.

6/99 – 7/00                      **DFI International (now Detica)**                      Washington, DC  
*Research Analyst*

- Drafted/edited proposals and strategy on behalf of national security consulting firm.
- Conducted research and developed briefings on homeland security and Russian reactions to U.S. missile defense plans for the Office of the Secretary of Defense.

Fall 1997                      **The White House**                      Washington, DC  
*Intern, Domestic Policy Council, Office of Health Policy*

- Co-managed President Clinton's Office of Health Policy; performed research, including drafts of memos to the President, along with executive support for the Assistant to the President for Domestic Policy on issues such as the Patient's Bill of Rights, prostate cancer, genetic discrimination, and Medicare reform.

Summer 1997                      **U.S. Department of State**                      Washington, DC  
*Intern, Bureau of Political-Military Affairs, Directorate of Defense Trade Controls*

- Developed working knowledge of U.S. munitions export licensing policies; assisted in identifying suspect arms exports licenses; drafted cables to U.S. embassies worldwide for interagency munitions end-use check program ("Blue Lantern").

## **EDUCATION**

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May 2005                      **Georgetown University Law Center**                      Washington, DC

- Juris Doctor, *cum laude*; Dean's List: 2003, 2004, 2005
- *Executive Editor*, Georgetown Journal of Legal Ethics, 2004 – 2005
- Current Development, *The "Outing" of Valerie Plame: Conflicts of Interest in Political Investigations After the Independent Counsel Act's Demise*, 17 GEO. J. LEGAL ETHICS 977 (2004) (Co-authored with John Padilla).
- Research Assistant, *Congressional Quarterly*, *Kenneth Jost*, *Supreme Court Editor*. Authored summaries of Supreme Court decisions from the October 2004 Term; contributor, *Fitting the Nine in a New Docket*, CQ Weekly (6/27/05); attended the Court's 2004 Term oral arguments as CQ press-representative
- Law Clerk, *Levine, Sullivan, Koch & Schluz LLP*. Assisted in drafting of briefs and motions for boutique First Amendment/media litigation firm (2005).
- Research Assistant, *Professor Roy Schotland*. Helped draft article on the difficulties of campaign finance reform (Summer 2003).

May 1999                      **Brown University**                      Providence, RI

- A.B., with Honors, Political Science; A.B., History
- Recipient of the 1999 Samuel C. Lamport Prize from the Political Science Department for the best paper in the area of international understanding.
- King's College, University of London; *Dep't of War Studies* (Spring 1998)
- Brown University College Democrats, President; Rhode Island Chapter Chair (1997)

## **MEMBERSHIPS & AFFILIATIONS**

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- Admitted to Practice: U.S. Court of Appeals for the Ninth Circuit; U.S. District Court for the Western District of Washington; Washington Supreme Court (all active)
- American Civil Liberties Union of Washington: *Next Generation Project Advisory Council Member, Cooperating Attorney*, 2005 –present
- Political Campaign Experience: Re-elect Maria Cantwell 2006, *volunteer fundraiser*; Kerry/Edwards 2004, *election protection volunteer attorney* (Philadelphia); Clinton/Gore 1996, *DNC intern: Democratic National Convention* (Chicago); California Coordinated Campaign (1996), *new voter outreach intern*; Brad Sherman for Congress (1996), *intern*



## JUSTIN REED WALKER

(b)(6)

### EDUCATION

**Duke University, Durham, NC**

**Phi Beta Kappa**

Major: Political Science

GPA: 3.9 on 4.0 Scale.

B.A. graduate, May 2004

**Summa cum laude**

Minor: History

Class Rank: 33 out of 1155

**Courses in Political Science include:** Campaigns and Elections; American Mass Political Behavior; Campaign Strategy and Tactics; American Political Parties; Political Participation in America; American Presidency; History of Presidential Campaigns, Identity Politics; Statistical Analysis

**University of Oxford, Oxford, England.** Modern British Politics, Summer 2003. GPA: 4.0/4.0

### MOST DISTINGUISHING POLITICAL EXPERIENCES:

#### **Speechwriter for Secretary of Defense Donald Rumsfeld**

Wrote speeches, brief remarks, press conferences, and op-eds for Secretary Rumsfeld, January 2005 -- present.

#### **2004 Presidential Primaries Special Independent Study**

As a Republican, carrying press credentials, I reported for two months from Iowa, New Hampshire, and eight other presidential primary campaign battleground states, as a political science independent study. I gained knowledge of media relations, campaign strategy, and voter preferences. Media outlets -- print, radio, and television -- profiled the project. (A sample of articles and a complete list of profiles are attached.) I kept a blog -- dispatches from the field -- on Duke University's website, now at [www.dukenews.duke.edu/news/campaigndiary.html](http://www.dukenews.duke.edu/news/campaigndiary.html)

### HONORS

**Robert S. Rankin American Government Award for Leadership and Academic Achievement**, Awarded to a graduate annually by Duke University Political Science Department

**Phi Eta Sigma**, Fall 2000, Freshman Academic Achievement

**Phi Beta Kappa**, Fall 2003, Academic Achievement

**Phi Alpha Theta**, Spring 2004, Academic Achievement in History Department

All work experience has been on an interim basis, and the financial compensations have not been salaries, but rather reflected the work's interim basis

### POLITICAL WORK EXPERIENCE

**Bush-Cheney '04 "War Room,"** Arlington, VA, Fall 2002

*War Room Intern* Monitored the media, supplied talking points, wrote opinion articles, and researched opposition candidates, as a full-time intern in the campaign headquarter's "war room."

**Office of Senator Mitch McConnell**, Washington, D.C., Summer 2002

*Intern* Researched past and pending legislation, drafted letters to constituents, produced reference log for Senator, helped assemble subject matter for floor speech.

**2000 Republican National Convention**, Philadelphia, PA, Summer 2000

*Intern* Sold Bush-Cheney merchandise for the Spalding Group, attended evenings' floor speeches.

### BUSINESS EXPERIENCE

**Golden Foods, LLC/Golden Brands, LLC Office of Vice-President**, Louisville, KY, Summer 2003

*Intern* Wrote company's marketing brochure; learned management techniques, studied vegetable oil refining, assisted vice-president with letters and accounting.

### SELECTED DUKE ACTIVITIES

**House Course Teacher**, Fall 2003, Course Title: Great Battles and Generals

Created and taught history course, with a focus on military strategy, civil-military relations, and ethics in warfare.

Emphasized ideal of a "democratic classroom" where thinking is required, where all are students and all are teachers.

**UMOJA Teacher**, Spring 2003, Community Service

Taught social movements and social action to inner-city school children, aged 9 to 16.

# MARK M. WALKER

## EDUCATION

- INSTITUTO DE EMPRESA BUSINESS SCHOOL** **Madrid, Spain (2006)**  
*Masters in Business Administration (MBA)*
- UNIVERSITY OF INTERNATIONAL BUSINESS AND ECONOMICS (对外经济贸易大学)** **Beijing, China (1999)**  
*Intensive China Studies Program (Language and Business)*
- GEORGETOWN UNIVERSITY, SCHOOL OF FOREIGN SERVICE** **Washington, D.C. (1994)**  
*Bachelor of Science: Diplomacy and International Security*

## PROFESSIONAL EXPERIENCE

- U.S. DEPARTMENT OF STATE** **Baghdad, Iraq (2004 - 2005)**  
*Deputy Chief of Staff, Iraq Reconstruction Management Office, U.S. Embassy*
- ♦ Managed policy operations for the Iraq Reconstruction Management Office (IRMO), coordinating an \$18.4 billion reconstruction effort and a staff of 300 civilian and military consultants working with the Iraqi Interim Government.
  - ♦ Coordinated Iraq reconstruction and national security policy with senior policymakers on a daily basis with the National Security Council, State Department, Department of Defense and Central Intelligence Agency.
- OFFICE OF THE SECRETARY OF DEFENSE** **Baghdad, Iraq (2003 -2004)**  
*Advisor, Coalition Provisional Authority (CPA)*
- ♦ Advisor on National Security Affairs to the Chief Operating Officer (February – June 2004)
  - ♦ Chief of Staff, Iraq Ministry of Transportation and Communications (June 2003 – February 2004)
- OFFICE OF THE SECRETARY OF DEFENSE** **Washington, D.C. (2001 -2003)**  
*White House Schedule C Political Appointee, U.S. Department of Defense*
- ♦ Country Director for China, Taiwan, Hong Kong and Mongolia policy at the Pentagon (November 2001 – June 2003)
  - ♦ Army International Affairs Officer for Germany, Italy, Greece, Turkey and Southern Europe (February – November 2001)
  - ♦ Founding member of Secretary Donald Rumsfeld's transition team and executive search committee (January – February 2001)
- U.S. NAVY RESERVE** **Washington, D.C. and London, England (2002 – Present)**  
*Officer, U.S. Navy Reserve*
- ♦ Counterterrorism Analyst at the Joint Analysis Center at Molesworth, Air Force Base in England (December 2004 – Present)
  - ♦ Counterterrorism Analyst at the Defense Intelligence Agency headquarters in Washington DC (February 2002 – December 2004)
- BUSH-CHENEY PRESIDENTIAL TRANSITION TEAM** **Washington, D.C. (2000 – 2001)**  
*Policy Support Assistant*
- ♦ Supported the senior leaders of the newly-elected U.S. President, George W. Bush, regarding transition issues and the formation of the new government.

**GOLDWAY COMMUNICATIONS (金路通网络技术有限公司)** **Beijing, China (1999 – 2000)**

*General Manager/Executive Manager*

- ♦ Launched operations of a new international telecommunications with offices throughout China
- ♦ Managed daily operations including sales, marketing, engineering, finance and customer service
- ♦ Travel: China, Kyrgyzstan, Uzbekistan, Azerbaijan, Georgia, Armenia and Turkey

**GERMAN FOREIGN MINISTRY (AUSWÄRTIGES AMT)** **Bonn, Germany (1998)**

*Robert Bosch Fellow/Foreign Policy Analyst*

- ♦ Authored analysis of Eurasian domestic and foreign policy issues for European diplomats while working on the Russian/East European desk inside the Ministry of Foreign Affairs
- ♦ Travel: Germany, Belgium, France, Russia, Poland, Italy, Turkey and Portugal

**GERMAN PARLIAMENT (BUNDESTAG)** **Bonn, Germany (1997)**

*Robert Bosch Fellow/Foreign Policy Analyst*

- ♦ Authored analysis of foreign, security and European policy for German foreign policy leader while working for the top foreign policy leader in the German parliament.

**LAW OFFICES OF JONES, DAY, REAVIS & POGUE** **Washington, D.C. (1996-1997)**

*Litigation Support Assistant*

- ♦ Provided legal support for several high profile cases at the world's second largest law firm
- ♦ Supervised attorneys and employees as part of pre-trial litigation teams

**DOLE FOR PRESIDENT & DOLE/KEMP '96** **Washington, D.C. (1996)**

*Personal Assistant to National Director of Political Field Operations*

- ♦ Assisted with coordination of national political activities for all 50 state headquarters
- ♦ Composed political briefings and issue summaries for Senator Dole's briefing books
- ♦ Detailed to the control center of the 1996 Republican National Convention in San Diego

**CONSUMER BANKERS ASSOCIATION** **Washington, D.C. (1993-1995)**

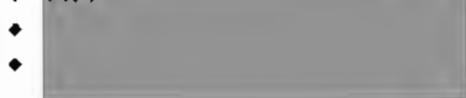
*Government Relations Specialist*

- ♦ Monitored activities of the U.S. House, Senate and federal regulatory agencies related to banking
- ♦ Drafted political analysis and executive summaries for corporate clients
- ♦ Developed relationships with congressional, regulatory and industry representatives

## LANGUAGES

- ♦ English (Native)

♦ (b)(6)



## AWARDS

- ♦ Joint Civilian Service Commendation Award (June 2004)
- ♦ Direct Commission, U.S. Navy Reserve Intelligence Officer (February 2002)
- ♦ U.S. Army Commander's Award for Civilian Service (November 2001)
- ♦ Secretary of Defense Certificate of Recognition (February 2001)
- ♦ Robert Bosch Fellowship (June 1997 – June 1998)
- ♦ Rotary International Exchange Student to West Germany (June 1989 – June 1990)
- ♦ Eagle Scout, Boy Scouts of America (June 1987)

## **POLITICAL EXPERIENCE AND AFFILIATIONS**

- ♦ **White House Schedule C Political Appointee (January 2001 – June 2004)**
- ♦ **Policy Support Assistant, Bush-Cheney Presidential Transition Team (December 2000 – January 2001)**
- ♦ **Executive Committee Member, “Americans for Bush in China” (June – November 2000)**
- ♦ **Executive Board Member, Republicans Abroad International (Germany) – July 1997 – June 1998**
- ♦ **Personal Assistant to National Director of Political Field Operations, Dole/Kemp '96 (April – November 1996)**
- ♦ **Political Staff, 1996 Republican National Convention - San Diego (July 1996)**
- ♦ **Vice President for External Affairs, Georgetown University College Republicans (1992 - 1994)**
- ♦ **Morton Blackwell’s Leadership Institute Graduate (January 1993)**
- ♦ **Executive Board, Georgetown University Bush-Quayle Coalition (September – November 1992)**
- ♦ **Republican National Committee President’s Club**
- ♦ **Active GOP campaign finance contributor (see [www.tray.com](http://www.tray.com))**

# Nicholas C. Wallar



Education	<b>2006-2008</b> <i>M.A. International Commerce and Policy</i> <i>Phi Beta Delta Honors</i>	<b>George Mason University</b>	<b>Arlington, Virginia</b>
	<b>2000-2004</b> <i>B.A. History</i>	<b>The College of William and Mary</b>	<b>Williamsburg, Virginia</b>
Work Experience	<b>December 2008-Present</b> <i>Staff Assistant</i> <ul style="list-style-type: none"><li>▪ Serving as assistant to Political department, supporting all activities surrounding inaugural events</li></ul>	<b>Presidential Inaugural Committee</b>	<b>Washington, D.C.</b>
	<b>July 2008-November 2008</b> <i>Field Organizer</i> <ul style="list-style-type: none"><li>▪ Represented Campaign for Change in two counties and managed two field offices for general election</li><li>▪ Recruited, trained and managed organizing teams to work in 28 precincts</li><li>▪ Executed a four-day Get Out the Vote operation from four locations, resulting in record turnout</li><li>▪ Coordinated local political and public affairs for Campaign</li><li>▪ Managed voter contact and data collection for use in national database system</li></ul>	<b>Obama for America/Campaign for Change</b>	<b>Iowa</b>
	<b>2005-2008</b> <i>Associate</i> <ul style="list-style-type: none"><li>▪ Analyzed international/domestic politics, macroeconomic, trade, energy and finance policy for clients</li><li>▪ Prepared, edited and wrote international policy and intelligence reports for clients and senior staff</li><li>▪ Assisted Chairman and Director of Communications with firm's media and public relations outreach</li><li>▪ Managed elements of large client projects, provided research and analysis across diverse sectors</li><li>▪ Coordinated efforts of the firm's business development team and managed firm's website</li></ul>	<b>Stonebridge International LLC</b>	<b>Washington, D.C.</b>
	<b>2004-2005</b> <i>William and Mary Fellow</i> <ul style="list-style-type: none"><li>▪ Assisted in teaching middle/high school history, planned lessons, led classroom discussions</li><li>▪ Worked as a resident assistant in a school boarding house, mentored students, ran duty office responsible for 50 students, assisted with international school trips and led athletic teams/activities</li></ul>	<b>The Royal Hospital School</b>	<b>Holbrook, United Kingdom</b>
	<b>Summers 2001-2004</b> <i>Peak Season Visa Clerk</i> <ul style="list-style-type: none"><li>▪ Managed new applicant data for non-immigrant visa applicants</li><li>▪ Strengthened visa case processing team by providing reliable research and follow-up applicant correspondence</li></ul>	<b>U.S. Consulate General</b>	<b>Frankfurt, Germany</b>
	<b>Summer 2000</b> <i>General Services Office Summer Hire</i> <ul style="list-style-type: none"><li>▪ Managed work orders for property office</li><li>▪ Served as property support staff for U.S. Presidential visit to Moscow in July 2000</li></ul>	<b>U.S. Embassy</b>	<b>Moscow, Russia</b>
Skills	<ul style="list-style-type: none"><li>▪ Strong interpersonal, writing and analytical skills, experience working with diverse teams</li><li>▪ Proficient with MS Windows, Apple OSX, MS Office suite, some website development/editing</li><li>▪ (b)(6)</li></ul>		
Awards and Honors	<ul style="list-style-type: none"><li>▪ 2008 Phi Beta Delta Honor Society, George Mason University</li><li>▪ 2004 William and Mary Fellowship for The Royal Hospital School Tutor (2004-2005)</li><li>▪ 2001 Elected to co-administer William and Mary's "Habitat for Humanity" teams (2001-2002)</li><li>▪ 2000 Boy Scouts of America ~ Eagle Scout</li><li>▪ 2000 National Honor Society</li></ul>		

References:

[REDACTED]

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## **Morlan Warner-Harrell**

### **Professional Profile**

**Ms. Warner-Harrell's work history includes extensive experience with strategic communications planning and coordination for a variety of political candidates for federal, state and local government. She has developed and managed communications plans, media engagement, and the recruitment of staff and volunteers. She is experienced with database analysis and research techniques. She has managed both volunteer and paid staff and managed the payroll for paid staff.**

### **Qualifications:**

- **Savvie Review Contributing Editor**
- **Member of the Young Republican National Federation**
- **Member of the Florida Federation Young Republicans (FFYR)**
  - **Region V chairperson**
  - **Developed Young Republican Clubs in seven counties across Florida**
  - **President of Indian River County Young Republicans Club**
  - **Voted FFYR, "Young Republican of the Year, 2002**
  - **Selected as one of the College Republican National Committee Top Performing Field Representatives, 2002**
- **Possesses effective written and oral communications skills**
- **Delivered numerous informative and persuasive presentations to groups designed to motivate target audience to a specified purpose**
- **Appeared in numerous nationally televised and print media articles, including Discovery Channel, the Learning channel, NBC News and NBC Sports**
- **Experienced user of MS Office and MAC computers**
- **Nationally Published, (Poetry 1998)**

## **Professional Experience & Employment History**

**February 2005- Present: Special Assistant to the Deputy Under Secretary of Defense for Business Transformation DUSD (BT), Schedule C Employee, Office of the Secretary of Defense.**

Ms. Warner-Harrell has supported the Deputy Under Secretary of Defense for Business Transformation (DUSD (BT)) since arriving at OSD in February. She has performed a wide range of duties in support of the DUSD(BT), that include:

- **Media and Communications Advisor to senior management within in the office of the DUSD(BT), and Business Transformation Agency.**
- **Managed all internal and external events, including engagement with the General Accountability Office (GAO), Legislative Committees, and Professional Trade Organizations.**
- **Primary liaison to the DUSD(FM) for communications and media relating to Business Transformation or the BTA.**
- **Developed an overarching public relations and media engagement campaign for the DUSD(BT), DUSD(FM) and the Director, BTA.**
- **Researched speaking and other media focused events for the DUSD(BT), DUSD(FM) and the Director, BTA.**
- **Provided oversight to communications staff and public relations professionals within the BTA in order to manage the action plan for internal and external relations across the DoD.**
- **Led and managed the development of policies, procedures, analyses relating to internal and external events, tradeshow or other meetings.**
- **Prepared recommendations relating to external affairs that meet for business transformation objectives.**
- **Oversaw Congressional, Industry and Association engagement to ensure that business transformation goals and agency responsibilities are understood and articulated.**
- **Guided and provided oversight to external affairs counterparts in the BTA;**
- **Maintained a consolidated database of public contacts and items of interest to keep the DUSD(BT) informed of external interests.**
- **Communicated with Associations and Industry at conference/meetings regarding the transition process for business transformation efforts.**
- **Developed an "Outreach Plan" to manage external communications.**
- **Led engagement of DUSD(BT) with Combatant Commands implementation of transformational initiatives.**

**December 2004- February 2005: Event and Operations Site Manager, 55<sup>th</sup> Presidential Inaugural Committee.**

- Assisted with logistical planning and operational implementation of multiple Inaugural events
- Coordinated and de-conflicted multiple events that required direct planning with all branches of the armed forces.
- Led planning and organization of multiple campaign sites/venues
- Oversaw the orchestration of talent selection and development of entertainment schedules
- Coordinated with media for access to candidates, including special coverage of Presidential events
- Worked with Secret Service officials on contingency plans

**May 2003 - November 2004: Field Director, Republican Party of Florida.**

- Oversaw the planning and implementation of 3000 campaign volunteers
- Organized Steering Committee membership for the Bush-Cheney'04 Campaign for Florida
- Organized and managed the "grassroots" mobilization of campaign programming for multiple city locations across Florida.
- Managed independent/swing voter Identification Program.
- Developed then implemented an extensive precinct canvassing program.
- Established and implemented a Phone-Bank initiative to locate absentee and early voters.

**March 2003- April 2003: Field Representative, Republican National Committee.**

- Lead development of RNC activities in thirteen counties in Florida
- Oversaw and coordinated three state-wide youth auxiliaries
- Participated in numerous party executive committee meetings, in order to drive RNC programs forward

**December 2002 – February 2003 Independent Consultant, Andersen Consulting**

- Recruited, mobilized and supervised New Orleans area GOTV volunteer staff for “*Terrell for Senate*” campaign.
- Organized and then implemented campaign effort for 72 hour special election
- Canvassed voters door-to-door, targeted demographic areas for election day turn out efforts

**Education and Certifications**

B.A., Political Science & International Relations; Minor in Business Administration, University of Florida, 1996.

Pursuing M.A. in Political Science through the Special Student Program at Yale University for Olympic Athletes.

**Volunteer Activities**

- Guardian Ad Litem Program, Child Advocacy Program
- American Cancer Society, Fundraiser & Volunteer
- Florida Coalition for the Homeless, Fundraiser, & Volunteer
- Habitat for Humanity, Fundraiser, & Volunteer

**Other Activities**

- United States National Olympic Team Member for 2002 & 2006 Winter Olympic Teams
- USA Women’s National Skeleton Team Member
- Certified Sky-Diver
- Private Pilot License

