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# Blaine F. Aaron

**Objective**

A senior position directing security-related operations, government relation activities or special defense/intelligence programs.

**Summary**

Management consultant with over 25 years of extensive federal service within the Executive and Legislative Branches. A West Point graduate, with unsurpassed knowledge and work experience on Capitol Hill, within the U.S. intelligence community and U.S. Army, with significant interagency counterterrorism expertise.

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**Professional experience**

2006 to present PRTM Management Consultants Washington, D.C.

**Principal**

- Injected best practices of operational strategies and operational innovation in the areas of Governance, Portfolio Management, and Performance Management into a National Geospatial-Intelligence Agency program.
- Provided due diligence and a market assessment of the Intellectual Property problem in China for a venture capitalist firm.
- Orchestrated Department of Homeland Security Suspicious Activity Reporting processes by identifying issues and impediments while developing a common framework for improving the development, distribution, and access to terrorism suspicious activity reports across the Information Sharing Environment.
- Conducted due diligence market analysis for several major defense contractors on the FY 2008 U.S. budget to identify new business opportunities.

1998 to 2005 Congressman Henry Hyde Washington, D.C.

**Legislative Director**

- Advise Member on all legislative, elective and constituent matters. Develop policy positions and legislative initiatives; manage and supervise legislative staff.
- Formulate, rank, and coordinate all appropriation requests including defense, foreign operations, and homeland security.
- Senior foreign policy advisor to Chairman Hyde and General Counsel of the House International Relations Committee.

1995-1997 National Imagery and Mapping Agency Chantilly, VA

**Division Chief**

- Analyzed, recommended, and executed programmatic and budgetary changes that directly affect future imagery intelligence and geospatial architecture, technology needs, and special programs.
- Responsible for the management and oversight of Division daily operations as well as the morale and welfare of Division employees.
- Operational aspects include managing the Systems and Technology (ST) National Foreign Intelligence Program (NFIP) and Joint Military Intelligence (JMIP) related programs.
- Monitor program and budget input to the Director of Central Intelligence staff, DoD, and to Congress to ensure accuracy and conformance with published guidance and policy.
- Oversee ST input to Director, NIMA, Congressional testimony.
- Formulate ST responses to Congressional Questions for the Record and committee mark-ups.
- Oversee ST input to Congressional Budget Justification Books and Congressional Justification Books.

1992-1995            Defense Intelligence Agency            The Pentagon

**Planning and Programming Manager**

- Principal Representative to the Intelligence, Surveillance, and Reconnaissance (ISR) working group chartered to identify all-source capabilities and recommend methods to improve intelligence support to the warfighters.
- Drafted national strategy documents which outlined combat support envisioned for future conflicts.
- Planned and programmed projects such as UAVs, U2s, ETUT, and JSTARS. Developed and delivered all-source intelligence capabilities within the Predator UAV program.
- Provided critical acquisition, planning, budgeting, and resource management assistance and oversight to the Navy's Joint Deployable Intelligence Support System (JDISS) Program office.
- Contracting Office Representative for several acquisition and service-related contracts.

1987-1992            Defense Intelligence Agency            The Pentagon

**Counterterrorism Coordinator**

- Substantive expert on European counterterrorism issues.
- Directly responsible for formulating and implementing DoD intelligence support for the 1992 Barcelona Olympics and the Seville World's Fair.
- Directly involved in bilateral agreements and formulating strong relationships that allowed for the free exchange of intelligence and operations information on terrorist groups and their activities.
- Designed and coordinated terrorism threat alerts and threat advisory reports to warn public of possible terrorist actions.
- Directly participated in the Pan AM 103-Lockerbie terrorist investigation to prevent future airline bombings.
- Successfully planned current intelligence operations during U.S. action in Panama.

- Operations Team Chief responsible for identifying locations and individuals being held hostage in Iraq in 1990 during Desert Shield.
- Graduate of senior Collection Manager's course as well as Management Principles, Principles of Supervision, and Financial Management of Intelligence courses at DIA.

**Education**

1998	LEGIS Fellow	Brookings Institution
1987	M.S., International Relations	Troy State University
1979	BS Engineering	U.S. Military Academy
1975	Prep School Diploma	Deerfield Academy

**References**

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**NANCY R. ADAMS**

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**OBJECTIVE - Senior Management Position for healthcare services in an integrated system for DOD/VA beneficiaries**

**SUMMARY - More than 20 years of clinical, administrative and senior management experience focused on systems and patient care requirements for a large, complex health care system. Have proven experience as an organizational leader, effective communicator, resource manager in an environment that demonstrated performance improvement. Areas of expertise include:**

<b>Clinical Nursing</b>	<b>Healthcare Administration</b>
<b>Managed Care</b>	<b>Personnel Management</b>
<b>Health Promotion</b>	<b>Performance Improvement</b>

### **ACCOMPLISHMENTS**

**Clinical Nursing - Implemented a product line model for hospital-based nursing that reduced levels of supervision for staff, focused on clinical needs, created interdisciplinary patient management teams and improved coordination of patient care services by eliminating barriers between inpatient and outpatient services.**

**Managed Care - Managed health care delivery system that has achieved patient satisfaction ratings in the 90th percentile and with a budget of \$167,259.**

**Health Promotion - Re-engineered an organization from one that produced occupational health and industrial hygiene services to one that performs activities focused on health promotion and preventive medicine.**

**Healthcare Administration - Merged two headquarters with two separate health plans into a single headquarters with one health plan resulting in a decrease of management positions by 23, a savings of a million dollars a year and improved contract management.**

**Personnel Management - Increased employee satisfaction by forming an advisory counsel to bring issues to management's attention before they became major problems and identified metrics to measure morale factors such as awards, funding for education, and timeliness of evaluations.**

**Performance Improvement - Achieved a score of 100% on the accreditation visit by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) with**

recognition that management framework was aligned with performance improvement process.

## **WORK HISTORY**

### **CEO Tripler Army Medical Center and TRICARE Pacific 1998-2002**

Operated a 266 bed medical center employing 3000 personnel and with an annual budget of 245 million dollars. Provided primary health care services to more than 50,000 individuals and specialty care for 527,960 throughout the Pacific region. Developed a partnership with the Honolulu VAMROC for inpatient services and outpatient specialty care that averaged more than \$10 million annually. Created an initiative with the VA to work a DOD/VA Pacific telemedicine project with an annual budget of 4 million dollars.

### **CEO William Beaumont Army Medical Center 1996-1998**

Operated a 200 bed medical center with 1800 personnel and a budget of \$158 million. Provided specialty care for 394,000 beneficiaries in west Texas, New Mexico, Arizona, and Nevada.

Previous work assignments include: CEO for the health promotion and preventive medicine activities in support of medical readiness for the Army; Assistant Surgeon General for Personnel responsible for the policies and personnel management of 40,000 medical personnel; As the Chief, Army Nurse Corps served as the principal staff advisor to the Army Surgeon General for nursing that included developing the requirements for nursing support for a healthcare system in evolution from hospital based care to more ambulatory care services. Also responsible for clinical nursing policies and the recruitment, selection, utilization, professional development, and training for all nursing personnel ranging from registered nurses to corpsmen.

**EDUCATION - MSN, Catholic University of America  
BSN, Cornell University-New York Hospital School of Nursing**

**AFFILIATIONS - Fellow American Academy of Nursing**

# CURRICULUM VITAE

NAME: NANCY R. ADAMS

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GRADE: 0-8/MG (1 October 1998)

**AREAS OF MAJOR INTEREST:**

Nursing Administration  
Quality Assurance  
Medical-Surgical Nursing

**EDUCATION AND TRAINING**

Civilian:

The Catholic University of American	Washington, DC	MSN	1974
Cornell University The New York Hospital- School of Nursing	New York, NY	BSN	1968

Military:

Capstone Fellow National Defense University – 1998  
Interagency Institute for Federal Health Care Executives – 1990  
US Army Was College – 1986  
Command General and Staff College – 1982  
Inspector General Orientation Course – 1980  
Faculty Development Course – 1978  
Army Medical Department Officer Advanced Course – 1977  
Officer Basic Training Course – 1968

**PROFESSIONAL CERTIFICATION:**

Registered Nurse (Florida) – 1989 – Ongoing  
Registered Nurse (New York) 1968-1989)  
CPR (Cardiopulmonary Resuscitation) Instructor – 1977-1981  
CCRN (Critical Care Registered Nurse) – 1977-1981

**PROFESSIONAL EXPERIENCE:**

<u>DATES</u>	<u>POSITION</u>	<u>LOCATION</u>
Mar 98 – Jun 02	Commander, Tripler Army Medical Center	1 Jarrett White Road Honolulu, HI 96859-5000
Mar 98 – Jun 02	Commander, Pacific Regional Medical Command; Lead Agent, TRICARE Pacific;	1 Jarrett White Road Honolulu, HI 96859-5000
Mar 97 – Mar 98	Commander, William Beaumont Army Medical Center	5005 N. Piedras El Paso, TX 79920-5001
Dec 95 – Mar 98	Commander, Southwest Regional Medical Command, Lead Agent DOD TRICARE Region VII	5005 N. Piedras El Paso, TX 79920-5001
Aug 94 – Dec 95	Cdr, U.S. Army (CHPPM)	Aberdeen Proving Ground APG, MD 21010-5422
Jan 93 – Dec 95	Assistant Surgeon General	5109 Leesburg Pike Falls Church, VA 22041
Nov 91 – Dec 95	Chief, Army Nurse Corps & Director of Personnel	5109 Leesburg Pike Falls Church, VA 22041
Sep 89 – Sep 91	Nursing Consultant to The Surgeon General	5109 Leesburg Pike Falls Church, VA 22041
Sep 87 – Aug 89	Chief, Department of Nursing	Frankfurt Army Regional Medical Center APO NY 09757
Jun 86 – Sep 87	Assistant Chief Department of Nursing	Frankfurt Army Regional Medical Center APO NY 09757
Nov 83 – Jul 85	Staff Assistant, Professional Affairs & Quality Assurance	Assistant Secretary of Defense-Health Affairs, Washington, DC 20301
Jul 80 – Nov 83	Assistant Inspector General	U.S. Army Health Services Command, Fort Sam Houston, TX 78234-6000

**PROFESSIONAL EXPERIENCE (CONTINUED):**

Jan 78 – Jun 80	Director, Intensive Care Nursing Course	Fitzsimons Army Medical Center, Aurora, CO 80045
Jun 74 – Jun 77	Critical Care Coordinator	William Beaumont Army Medical Center, El Paso, TX 79920-5001
May 71 – Aug 72	Assistant Head Nurse, Emergency Room	Moncrief Army Hospital Fort Jackson, SC 29207
Jul 70 – May 71	Evening and Night Relief Supervisor	Moncrief Army Hospital Fort Jackson, SC 29207
Jun 69 – Jul 70	Staff Nurse, Medical Intensive Care Unit	121 <sup>st</sup> Evacuation Hospital, Korea, APO NY 96301
Oct 68 – Jun 69	Staff Nurse Surgical Nursing Service	Brooke Army Medical Center Fort Sam Houston, TX 78234
Jun 68 – Sep 68	Staff Nurse Surgical Nursing	The New York Hospital New York, NY 10021

**CONSULTANT:**

Nursing Consultant to Assistant Consultant to The Army Surgeon General, 1989-1991  
Assistant Consultant in Intensive Care Nursing to the Medical-Surgical Nursing Consultant to The Army Surgeon General, 1978-1980

**TEACHING APPOINTMENTS:**

Clinical Instructor (Jul – Dec 1978)	Intensive Care Nursing Course Army Affiliation School of Nursing University of Texas (San Antonio) School of Nursing
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**PROFESSIONAL ORGANIZATIONS AND HONORS:**

Fellow of the Pacific, Hawaii Pacific University - 2001  
Distinguished Alumnus Award Cornell University New York Hospital School of Nursing – 1996  
Fellow American Academy of Nursing – 1993  
Alumni Achievement Award in Nursing Catholic University – 1992  
American Association of Nurse Executives – 1990 – Ongoing  
Association of Military Surgeons of the US – 1981 – Ongoing  
Editorial Board Military Medicine – 1990 – Ongoing

**PROFESSIONAL ORGANIZATIONS AND HONORS (CONTINUED):**

Editorial Board Critical Care Quarterly – 1978 – 1981  
Editorial Board Heart and Lung – 1978 – 1983  
Nursing Advisory Board – Nursing 1977, Nursing 1978, Nursing 1979  
Critical Care Nurses Association – 1974-1990  
American Nurses Association 1974 – Ongoing  
Sigma Theta Tau – 1974 – Ongoing

**DECORATIONS AND AWARDS:**

2002 Defense Distinguished Service Medal  
1998 Legion of Merit with two Oak Leaf Clusters  
1995 Legion of Merit First Oak Leaf Cluster  
1997 Defense Superior Service Medal First Oak Leaf Cluster  
1992 Department of the Army Staff Badge  
1992 Legion of Merit  
1991 National Defense service Medal with Bronze Star' Device  
1985 Defense Superior Service Medal  
1984 Surgeon General's "A" Prefix for Medical-Surgical Nursing  
1983 Office of the Secretary Department of Defense Badge  
1983 Meritorious Service Medal First Oak Leaf Cluster  
1983 Order of Military Medical Merit  
1980 Meritorious Service Medal  
1977 Expert Field Medical Badge  
1977 Army Commendation Medal  
1970 Armed Forces Expeditionary Medal  
Army Service Ribbon  
National Defense Service Medal

## PUBLICATIONS:

"Nursing Role in Management: Fluid and Electrolyte Imbalances," Nancy R. Adams and Steven C. Ackerman, Medical-Surgical Nursing: Assessment and Management of Clinical Problems, pp. 231-256, Sharon M. Lewis and Idolia C. Cox editors, 2nd Ed., McGraw-Hill, 1987.

"Acid-Base Homeostasis and Oxygenation," William H. Parry and Nancy R. Adams, Handbook of Neonatal Intensive Care, pp. 111-124, Gerald B. Merenstein and Sandra L. Gardner editors., C.V. Mosby, 1985.

"Hemodynamic Monitoring," Nancy R. Adams (editor), Critical Care Quarterly, September 1979, Volume 2:2.

"The Nurse's Role in systematic Weaning From A Ventilator," Nursing '79, August 1979, pp.34-41.

"Vantage Point," Nursing '78, November 1978, p. 114.

"Making Your Best Better," Nursing '78, April 1978, pp. 40-44.

"Prolonged Coma: Your Care Makes All the Difference," Nursing '77, August, pp. 21-27.

"Uses of CVP and Central Venous Lines," Nursing '76. p. 76E.

"Reducing the Perils of Intracardiac Monitoring," Nursing '76, April 1976, pp.66-74.

**SAJEEL S. AHMED**

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Highest Federal civilian grade held: SES - Limited Term (Current)

**Applying for Program Manager, Pentagon Renovation and Construction Program  
Office - SES-06:37**

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**Federal Community executive manager and leader. Proven ability to integrate Construction and Information Technology (IT) projects to accomplish organizational goals and mission.**

- Senior leader of the Pentagon Renovation program responsible for total life cycle including planning, programming, budgeting, acquiring, implementing, sustaining, interim operations and maintenance supporting 25,000+ Pentagon users, and budget of ~\$4B. Recipient, Government Computer News 2006 Top 12 IT Leaders Award.
- Integrates major IT and construction efforts, and manages projects using multiple metrics and tools: Balance Scorecard, earned value management (EVM), award fee incentives, etc.
- Manages a 400+ government/contractor team of engineers, computer scientists, architects, planners, technicians, installers, safety personnel, and quality assurance testers for the renovation of the Pentagon.
- Provided IT leadership throughout the post-9/11 \$400M Pentagon Command and Survivability Program, and \$450M Defense Continuity Information Network program implementation and operations. Recipient, 2003 Federal 100 Award.
- Technical Consultant to Pentagon Governance Council (PGC), Pentagon Area CIO Council (PACC), and Pentagon Security Advisory Group (PSAG).

*"...addresses the tough issues head on with team members, partners and customers....99% success rate in meeting project expenditures was dependent on his admirable performance...maintains direct and frequent contact with all our customers and partners...instilled an attitude within his element of the program that no task is too tough and no task should be avoided when it comes to serving our customers...."*

*(from official Evaluations)*

**Senior Systems Engineer and Technical Manager. Comprehensive skills include: electronics engineering; IT systems management, architecture planning; development, design and integration; and, program budgeting and implementation. Able to generate consensus among diverse groups.**

- BS, Electrical Engineering - University of Illinois at Chicago.
- Implemented a multifunctional Integrated Project Team (IPT) comprising all IT disciplines, project management experts, and Office of the Secretary of Defense (OSD) staff to provide oversight for a new IT infrastructure throughout the Pentagon.
- Additional advanced training in dozens of programs including Project Management, and Network Security Design.

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**Dual appointment** - providing Senior Leadership to the Pentagon Renovation and Construction program (PENREN) office:

**ACTING PROGRAM MANAGER/ DIRECTOR – PENREN, Department of Defense (DoD)**

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**Dates:** 9/06 – present

**Grade:** SES-0301, Salary:

(b)(6)

**DEPUTY DIRECTOR FOR INFORMATION TECHNOLOGY – PENREN, Department of Defense (DoD)**

**Supervisor:**

(b)(6)

**Dates:** 8/04 – present

**Grade:** SES-0301, Salary:

(b)(6)

**Senior DoD leader and program manager responsible for PENREN's strategic and programmatic activities including planning, architecture, design, budgeting, acquisition, contracting, scheduling, delivery, and execution of PENREN projects.**

- Leads a staff of ~425 management personnel on a \$4.4B program to renovate the Pentagon, enhance information technology, and provide continuity of operations and government for DoD. The annual budget for the program is ~\$400M. Leads renovation and construction program in a tremendously complex and politically charged environment. Assures success in bringing the Nation's defense headquarters – the Pentagon and its IT infrastructure into the 21st Century. Maintains the program at the leading edge of construction and IT industry best practices through research, innovation, and creative acquisition.
- Executive management responsibilities include: program execution, budget, project scheduling, swing space planning, resource assignments, hiring, training plans, performance appraisals, and assisting employees in career development matters.
- Provides executive management for all PENREN construction and IT projects at the Raven Rock Military Complex (RRMC) – Alternate National Military Command Center.
- Led team to perform the PENREN mid-course review including project status and budget assessment. Assisted the Program Director in obtaining an accurate expenditure plan for all elements of the organization. Led the PENREN FY08-13 POM build process. Articulated the funding requirements to Director WHS and Director FMD to ensure successful program completion.
- Implemented a modernized IT infrastructure in Renovated Pentagon on an aggressive schedule while keeping Pentagon missions operational. This infrastructure supports both DoD Senior Executive Leadership and supporting Command Centers.
- Provided executive leadership for the successful completion of the \$400M Command Communications Survivability Project (CCSP) on cost, and on schedule.

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- Developed the new Pentagon Enterprise Architecture based on Federal and DoD guidelines, and Industry standards/best practices. New Pentagon Enterprise Architecture avoids duplication of effort and unnecessary expenditures. This architecture is now being implemented as part of the PEREN program.
- Initiated wide range of briefings and dialogues with Senior Pentagon Executives and organizations to build coalitions supporting PENREN and new enterprise system that was crucial to the program. Won formal approval among DoD senior managers for the revised architecture to support the SECDEF directed Unified Command Center/Resource and Situation Awareness Center designed to combine and collocate the National Military Command Center, Executive Support Center and all the Service Operations Centers.

**Dual appointment** — providing leadership to the PENREN Information Technology (IT) group:

**DIRECTOR, PENTAGON ENGINEERING DIRECTORATE**  
US Army Information Systems Engineering Command (USAISEC)  
(Critical Acquisition Position – Level III)

Supervisor: Brad Blau --- Deputy Commander, USAISEC, Phone: (b)(6)

**TECHNICAL DIRECTOR, PENREN**

The Pentagon — Washington, DC 20301-6000

Supervisor: (b)(6) — Director, PENREN, Phone: (b)(6)

*Dates:* 6/99–8/04

*Grade:* GS-0855-15, *Salary:* (b)(6)

**Lead Systems Engineer for Pentagon IT Renovation program and related initiatives.** Direct systems engineering, integration, and implementation. Provide general engineering direction, requests, and defends resources required for task execution. Ensure projects delivered are professional and meet customer needs.

- Responsible for all aspects of this highly visible DoD/Pentagon Renovation office. Manage project schedules and resource assignments. Direct all hiring, training, and performance evaluation. Provide leadership for staff career development.
- Direct, lead, and train 180-person Government/contractor team of engineers, computer scientists, technicians, installers, and quality assurance testers for the development and implementation of a secure, integrated voice, data, and video IT infrastructure.
- Led engineering “tiger team” for systems security evaluation, design, implementation in record time. Substantially increased security for managers throughout DoD.

**Direct all technical support to the Commander, USAISEC and to the Commanding General, Communications-Electronics Command (CECOM) in achieving their vision for the command during its evolution, in order to advance the ongoing transformation of the US Army.**

- Effective application of personnel and fiscal resources for the execution of the Directorate’s and Command’s mission.
- Ensure that mission-related training is provided to at least 50% of assigned personnel. Honorary awards given to 25% of staff.

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- Ensured effective integration with other CECOM organizations for projects identified by the Command Integration Council.

**Strategize, negotiate, and coordinate customer support work plans, finding innovative and responsive ways to contribute to customers' cost, schedule, and performance.**

- Achieved 98.5% customer satisfaction rating, with all deliverables completed on or ahead of schedule.
- Achieved 60%+ growth in reimbursable work.

**Successful crisis management** in taking the technical lead after September 11, 2001 and during the Iraq operation to ensure that the IT infrastructure at the Pentagon and at Alternate Sites was implemented and operational to support DoD's senior leaders.

- Continuity achieved in less than two weeks following 9/11 in reestablishing the Army network and ensuring legacy Pentagon IT maintained Command and Control connectivity with operational forces.
- Massive technical effort set standard for the successful relocation of tenants with fully operational IT back to E ring at the Pentagon within one year. Undertaking was acknowledged by DoD senior managers and the President of the United States.

#### EVALUATION OF PERFORMANCE

*"...superbly manages the command's most productive directorate....best Director in the command.....solid SES candidate, capable of assuming greater responsibility ....performed an excellent job during the 9/11 attack on the Pentagon...."*

*(from official Evaluations)*

#### **LEAD ENGINEER, SYSTEMS ENGINEERING AND INTEGRATION**

US Army Information Systems Engineering

Pentagon - Washington, DC 20301-6000

**Dates:** 10/93 - 6/99

**Grade:** GS-0855-14 (b)(6)

**Supervisor:** (b)(6) **Phone:** (b)(6)

**Technical leader of PENREN Information Systems Integration Team** with responsibilities for technical management, integration, and resources assignment.

- Management of 75+ government and contractor engineers and matrix personnel.
- Provided integrated information infrastructure for Pentagon decision-makers, including design, implementation, and integration of new Pentagon information system networks. These comprise classified and unclassified data networks, voice switching, video, defense message systems, networks and systems management, security, and technical control.

**Senior Program Manager**, participating in budget development and reviews, providing briefings to organizations at all levels of the DoD, and giving engineering support and technical guidance to the Pentagon Single Agency Manager (SAM).

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- Technical lead of numerous “tiger teams” that analyzed and resolved issues for the renovation program and SAM.
- Helped organize and establish USAISEC field office for DMS at DISA-JIEO.

**SYSTEM ENGINEER, NETWORKS**

US Army Information Systems Engineering Command — US Army Headquarters  
Fort Huachuca, AZ 85613

**Dates:** 6/89 – 10/93

**Grade:** GS-0855-12 — (b)(6)

**Hours per week:** 45

**Supervisor:** (b)(6) **Phone:** Unknown

**Lead systems engineer for Defense Message System, a multi-service and agency program.**

- Integrated current Army messaging systems based on different architectures and protocols. Designed and implemented DoD messaging concepts and architectures into open systems.

**Systems engineer for Department of the Army Pentagon E-Mail Operability Project.**

- Developed and integrated a detailed engineering solution providing integration and interoperability of 14 dissimilar e-mail systems.

**ENGINEERING AND IT SPECIALIZATIONS**

- Directly responsible for engineering management, design, modernization, upgrade, relocation, and information assurance in support of an \$800M communications and Information Technology (IT) systems project supporting 25,000+ Pentagon users. *(From 1999 – Present)*
- Manage a 150+ government/contractor team of engineers, computer scientists, technicians, installers, and quality assurance testers for the development and implementation of a secure, integrated voice, data, and video IT infrastructure based on advanced technologies. *(From 1999 – Present)*
- Managed an engineering team for the development and implementation of a common network infrastructure based on ATM, Gigabit Ethernet, Quality of Service, and Virtual LAN technologies. This approach avoided implementation of duplicate networks realizing significant cost savings. *(From 1993 – 1999)*
- Led an engineering team for the requirements analysis, design, and implementation of a state of the art Network and Systems Management Center. This implementation provides operator remote management and end-to-end systems connection visibility. *(From 1993 – 1999)*
- Responsible for Information Assurance Security Engineering including the Security Architecture, Certification & Accreditation, and implementation for IT systems supporting 25,000+ Pentagon users. *(From 1993 – Present)*

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- Led engineering “tiger team” of experts for systems security assessment, design, and implementation in record timeframe. This highly visible effort provided better security for systems used by senior DOD managers. *(July 1999, for SECDEF and OSD components to implement a security system within days as opposed to months.)*
- Manage the team responsible for the upgrade and relocation of mission critical Command, Control, Communications, Computers and Intelligence (C<sup>4</sup>I) systems supporting six major Pentagon Command and Operations Centers. *(From 1999 – Present)*
- Provide IT consulting services to senior leadership and various organizations supporting 25,000 Pentagon users. *(From 1999 – Present. The senior leadership includes Deputy CIO for DoD, Service CIOs, and Service Administrative Assistants.)*
- Serve as Lead Engineer and as a member of several “tiger teams” providing assessments and recommendations to enhance network implementations, security and connectivity for senior leadership’s communication systems. *(From 1993 – Present)*
- Excellent communications and presentation skills. Frequently briefs senior executive managers and staff on the project.
- Lead, Co-Lead, and/or a member of several high-level working groups and boards responsible for IT policy, requirements, design, and implementation. *(From 1999 – Present)*

#### EDUCATION — ADVANCED PROFESSIONAL TRAINING

**BS, Electrical Engineering** — University of Illinois at Chicago - 1989  
SES APEX Orientation Program, Department of Defense - 2006  
Leadership for a Democratic Society, Federal Executive Institute - 2006  
Fundamental Systems Acquisition 101, DAU - 2004  
Intermediate Systems Acquisition 201, DAU - 2004  
Supervisor Course, USDA - 1998  
Integrated Product Teams (IPTs), PENREN - 1996  
Project Management, Gestler, Inc. - 1995  
Network Security Design, ARG Inc. - 1995  
UNIX Operating System, USAISEC - 1992  
Data Communications, University of Arizona - 1991  
Optical Fiber Applications, USAISEC - 1990  
Intern Leadership and Development, USAISEC - 1990  
Integrated Services Digital Network, USAISEC - 1989  
Local Area Networks, USAISEC - 1989  
Digital Communications, USAISEC - 1989  
Network Design and Management, USAISEC - 1989  
Principles of Communications with Application to Military Systems - 1989  
Technical Report Writing, USAISEC - 1989  
Communications Engineering, University of Illinois - 1988  
Microprocessors and Programming, University of Illinois - 1988  
Digital Control Systems, University of Illinois - 1988  
Digital Systems, University of Illinois - 1987

Analog Circuit Design, University of Illinois - 1987  
Engineering Economy, University of Illinois - 1986  
Transmission Lines, University of Illinois - 1986  
Circuit Theory, University of Illinois - 1985

**CRITICAL ACQUISITION**

Member Acquisition Workforce - 16+ years of Acquisition experience  
Acquisition Program Management Certified - Level I  
Acquisition Systems Planning, Research, Development and Engineering - Science and  
Technology - Level II (Requirements completed - awaiting official  
certification)

**AWARDS**

Top 12 Information Technology Leaders - Government Computer News - 2006  
Washington Headquarters Services (WHS) Exemplary Service Award - 2006  
Top 100 Government/Business/IT Executive - Federal Computer Week - 2003  
Certificate of Achievement - Acquisition Excellence, Program Management and Contracting  
Defense Acquisition Executive - 2003  
Secretary of Defense Letter of Appreciation - 2002  
David Packard Excellence in Acquisition Award - 2002  
Department of Defense Group Achievement Award - 2002  
US Army Superior Civilian Service Awards - 1999, 2001  
Pentagon Renovation Program Award for Excellence - 1998  
Performance Awards - 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003,  
2004, 2005



## Biographies

**GREENBERG**  
ATTORNEYS AT LAW  
**TRAURIG**



### John D. Altenburg Jr.

Of Counsel  
Government Affairs

[altenburgj@gtlaw.com](mailto:altenburgj@gtlaw.com)  
[www.gtlaw.com](http://www.gtlaw.com)

Greenberg Traurig, LLP

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Major General John Altenburg (USA, Retired) focuses his practice on contract litigation and international law. The scope of his practice includes corporate and governmental representation, both domestic and international, including development bank and federal agency debarment proceedings. General Altenburg served 28 years as a lawyer in the Army, where he represented the Army before Congress, numerous state and local governments, and in court in the United States and Germany. He advised, counseled, and negotiated at all levels within the Army, the Department of Defense, and the Department of Justice, frequently on matters of great interest to Members of Congress and the national media. He served as the Deputy Judge Advocate General for the Department of the Army from 1997 to 2001. In this position he advised senior military and civilian leaders on critical legal and policy issues and directed the day to day operations of approximately 1800 civilian and uniformed attorneys in 70 offices and 3000 National Guard and Army Reserve attorneys in providing comprehensive legal services to more than one million commanders, soldiers, and civilians of the Army worldwide.

#### Areas of Experience

- Defense and National Security Affairs
- Government Contracts and Litigation
- Ethics and Corporate Compliance
- International law
- Congressional liaison

#### Unique Experience

**Consultant, Office of the President, World Bank Group, April – October 2002**

- Designed and implemented a comprehensive financial disclosure reporting system, including the compliance review and audit functions, for the world's largest multinational bank. The system

designed by General Altenburg ensures consistency with banking industry best practices and WBG leadership of International anti-corruption initiatives.

- Developed institutional regulatory structure to support implementation of the strengthened financial disclosure system.
- Assisted the Ethics and Business Conduct Office in both the development of an analytical model for corporate compliance issues and the enhancement of its management systems.

#### **Assistant The Judge Advocate General, Department of the Army, 1997-2001**

- Advised senior civilian and military leaders on sensitive and complex legal and policy issues, many subject to congressional and national media scrutiny.
- Advised Army staff on counter-terrorism, support to civil authorities, and contingency operations worldwide.
- Advised the Army Vice Chief of Staff and Department of Defense officials on allegations of senior executive misconduct, conflicts of interest issues, and sensitive investigations critical to the Army and Department of Defense.
- Supervised investigation and settlement of \$80-90 million in tort claims annually and affirmative claims programs that recovered more than \$30 million annually.

#### **Assistant Judge Advocate General, Military Law and Operations, Department of the Army, 1995-1997**

- Coordinated legal and policy advice on Army contingency operations worldwide (including 1995 post Dayton Accords entry into Bosnia), support to civilian authorities, and all proposed legislation affecting Department of the Army.
- Coordinated legal and policy advice on issues relating to the Base Realignment and Closure Act.
- Supervised Government Appeals in all criminal litigation before appellate courts and the Supreme Court of the United States, including U.S. v Loving, unanimous decision upholding agency death penalty procedures.

#### **Army Lawyer-Leader, before 1995**

- Chief legal advisor on numerous urgent national security issues, including contingency operations world-wide, humanitarian relief operations, and disaster relief operations and other support to civilian authorities.
- Spearheaded coordination of members of Congress, federal and state agencies, and private associations to create agreements leading to \$28 million purchase of 10,000 acres, protecting several endangered species, permitting critical construction on Fort Bragg, important state highway construction, while accommodating local

- development.
- Coordinated political resolution of complex, sensitive environmental issues and death penalty issues in Germany and United States.
  - Seven years' trial experience as prosecutor and defense lawyer (460 felony cases, 260 jury trials including 25 homicides, 1 capital). Additional six years supervising felony prosecutions in United States and Germany (more than 700 cases, several capital); numerous high-profile cases and four years oversight of Army civil litigation and contract appeals. Extensive experience teaching advocacy and litigation skills.

### **Professional and Community Involvement**

- Member, Board of Directors, National Coalition for Homeless Veterans
- U.S. Representative, Experts Panel, International Institute of Humanitarian Law
- Vice President, Board of Trustees, Joseph House for Homeless Veterans
- Member, Joint Regional Land Use Committee
- President, Board of Governors, VII Corps Desert Storm Veterans Association

### **Articles, Publications and Lectures**

- Co-Author, "Terrorism, State Responsibility, and the Use of Military Force," *Chicago Journal of International Law*, Volume 4, Number 1, pp 97-119, (Spring, 2003).
- Keynote Speaker, Annual Conference, Deputy Inspectors General for Investigations, March 18, 2003, Knoxville, Tennessee.
- Panelist, "The Use of Force Against Rogue States: Constitutional and International Law Perspectives" at the ABA Standing Committee on Law and National Security Twelfth Annual Review of the Field, November 21, 2002, Arlington, Virginia.
- Advocate, "Justice and the War Against Terrorism, An Argument Before the Court" at the ABA Annual Meeting, August 9, 2002, Washington, DC
- Panelist, "America's Safety: At What Price to Civil Liberty?" at the Liberty Lecture Series, March 12, 2002, Gunston Hall, Virginia
- Lecturer, "National Security Law" at Duke University School of Law, October 20, 2001.
- Lecturer, "Practicing Law in United Nations Peacekeeping Operations" at The Ohio State University College of Law, January, 2001
- Panelist, "Humanitarian Intervention as a Basis for NATO Bombing in Kosovo" at American University College of Law, October, 1999
- Lecturer, "Uniform of Code of Military Justice and the Rule of Law" at Commanders' Conference, July 14, 1998, Guatemala City, Guatemala

- Speaker, "Rules of Engagement in Peacekeeping Operations" at Association of the Bar of the City of New York, November 14, 1998
- Lecturer, "Leadership is a Force Multiplier" at Campbell University Lundy Fetterman School of Business, October 1996

### **Awards and Recognition**

- Distinguished Service Medal, Legion of Merit (2), Bronze Star Medal (2)
- 2003 Distinguished Alumnus, University of Cincinnati College of Law
- Namesake of academic award at the United States Military Academy, West Point, New York (The Major General John D. Altenburg, Jr. Award for Outstanding Scholarship in the Study of Law)

### **Education**

- J.D., University of Cincinnati College of Law
- National Security Strategy - National War College
- Master of Military Art and Science – History, US Army Command and Staff College
- B.A., English and International Studies, Wayne State University

### **Admitted to Practice**

- District of Columbia
- Supreme Court of the United States
- United States Court of Appeals for the Armed Forces
- United States Army Court of Criminal Appeals
- Supreme Court of Ohio

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The hiring of a lawyer is an important decision that should not be based solely upon advertisements. Before you decide, ask us to send you free written information about our qualifications and experience.



***Robert Andrews***  
***Deputy Under Secretary of Defense***  
***(Counterintelligence & Security)***

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Mr. Robert Andrews currently serves as the Deputy Under Secretary of Defense (Counterintelligence and Security), Under Secretary of Defense (Intelligence), Office of the Secretary of Defense. He is a member of the Senior Executive Service and is responsible for developing policy and overseeing the Department of Defense counterintelligence, security, and law enforcement communities to ensure the protection of Defense personnel, facilities, activities and operations.

As a Special Forces officer in Vietnam, Robert Andrews established intelligence networks in the villages of South Vietnam and conducted long-range reconnaissance missions along the Lao and Cambodian borders. Subsequently, Andrews directed operations for a Special Forces Group with missions in the Middle East during the 1967 Arab-Israeli Six-Day War. Returning to Vietnam, he carried out covert operations against the communist political infrastructure as an operations officer in the top-secret-Studies and Observations Group. Following his years in Vietnam, he served in a wide variety of assignments in the 82nd Airborne Division and at the Pentagon.

From 1975 until 1980, Andrews held a succession of senior positions at the Central Intelligence Agency as National Intelligence Officer for East Asia, Assistant Legislative Counsel, and Product Review Division officer. Serving as one of CIA's senior liaison officers with the Departments of State and Defense and the White House, he developed and coordinated national intelligence requirements in support of U. S. policy.

In 1980, Andrews accepted a position as Senator John Glenn's national security advisor. In this capacity, he was responsible for recommending and coordinating Senator Glenn's legislation on intelligence and other national security issues. Andrews arranged for and accompanied Senator Glenn on Congressional delegations to meet with the heads of state of Israel, Jordan, Saudi Arabia, and the United Arab Emirates on issues regarding U.S. intelligence and foreign policy.

Leaving the US Senate in 1982, Andrews directed Rockwell International's Washington congressional relations and strategic analysis until 1995. That year he accepted an offer from the McDonnell Douglas Company to become Vice President for Program Coordination. In 1997, with the merger of McDonnell Douglas and the Boeing Company, Andrews assumed the senior executive position of Vice President for Government Programs.

Andrews holds a degree in chemical engineering and an advanced degree in Asian history. He is the author of *The Village War* (University of Missouri Press), a study of communist political warfare. His articles and editorial commentary on defense and national security issues have appeared in *The Washington Post*, *USA Today*, *The International Herald Tribune*, *Readers Digest*, *The Washington Times*, *Washingtonian Magazine*, and *Military Review*.

In January 1999, Andrews left the Boeing Company to write. His novel, *A Murder of*

*Honor*, was published by G.P. Putnam's Sons in 2001 as part of a four-book commitment. His second novel, *A Murder of Promise*, came out in hardcover in 2002, and appeared in paperback in 2003. His third novel, *A Murder of Justice*, was published in August 2004. Previous works include *Center Game*, *Last Spy Out* (Bantam-Doubleday), *To Kill the Hangman* (a screenplay in collaboration with Victor Gold), *Death in a Promised Land*, and *The Towers* (Simon & Schuster-Pocket Books).

In 2001, Andrews was appointed as Principal Deputy Assistant Secretary of Defense for Special Operations and Low Intensity Conflict. During the period 31 July 2001-31 July 2002, he acted as Assistant Secretary of Defense SOLIC. On 14 March 2005, Andrews was again appointed Principal Deputy Assistant Secretary of Defense for Special Operations and Low Intensity Conflict.

Mr Andrews assumed his current position on 26 April 2006.

(b)(6)



**JACQUELINE GRACE ARENDS**

(b)(6)

**Education**

Washington and Lee University School of Law, J.D., 1998, Lexington, Virginia  
Middlebury College, B.A., 1987, Middlebury, Vermont  
The Madeira School, Greenway, Virginia

**Languages**

(b)(6)

Twelve years foreign residence: Germany, Austria, Switzerland, Denmark, Belgium.

**Experience**

**Republican National Convention**

August 2000

*Deputy Chief of Protocol*

Implemented three-day speakers program for Washington Diplomatic Corps. Screened and scheduled all speakers for numerous events. Acted as liaison with office of Governor Tom Ridge who was host to the Diplomatic Corps during the Convention to plan numerous receptions and events. Acted as liaison to senior defense and foreign policy advisers on Bush Campaign to coordinate appropriate speakers for speaker series. Responsible for official credentials and documentation for all dignitaries. Escorted members of Diplomatic Corps to each event.

**Kutak Rock, L.L.P.**

May 1999 to present

*Associate, Finance*

- *General Corporate:* Draft and review transactional and closing documents for mergers and acquisitions. Prepare general corporate documents such as LLC operating agreements, incorporations, partnership agreements, shareholder agreements and subscription agreements. Draft SEC filings including proxy statements, 10 K's, 10 KSB's and 10Q's as well as Office of Thrift Supervision filings such as H- (b) 11's. Perform other securities work including blue-sky research and initial NASDAQ SmallCap registration. Draft escrow agreements, assignment and assumption agreements, leases, easements. Obtain licensing for exporting U.S. products under International Traffic in Arms Regulations (ITAR).
- *Structured Finance:* Negotiate and draft documents memorializing multi-million dollar real estate finance transactions. Represent credit facility providers, bond funds and national developers in connection with the financing and refinancing of apartment projects with the proceeds of tax-exempt bonds, and the substitution of credit enhancement of bonds. Draft official statements, reimbursement agreements, credit facility agreements, trust indentures, deeds of trust, mortgages, loan and financing agreements.
- *Federal Practice:* Specialize in legislative strategy for base closure and base reuse, general legislative practice.

**Senate Committee on Governmental Affairs Special Investigation**

Summer 1997

*Majority Staff, Legal Intern*

**Davey and Associates**

Summer 1997

*Admiralty Law Summer Clerk*

**The Federal Trade Commission**

Summer 1996

*Office of Commissioner Roscoe B. Starek, Legal Intern*

Advised the Commissioner on matters pending before the Commission. Drafted memoranda on consumer protection and antitrust issues. Attended meetings with Commissioner Starek and outside counsel representing corporations being investigated. Conducted legal research.

**Verner, Liipfert, Bernhard, McPherson, and Hand**

February 1995 - August 1995

*Congressional Affairs Specialist*

Represented state governments and municipalities appearing before the Defense Base Closure and Realignment Commission. Advised clients and legislators on how to prevent the military base in their community from being selected for closure. Devised strategies to increase military missions at existing bases. Clients included the states of Mississippi, Montana, New Jersey, and South Dakota; and the cities of Pittsburgh, Tulsa, and Cape May.

**Office of Senator Larry Pressler (R-SD)**

September 1993 - February 1995

*Legislative Assistant for Foreign Policy and Defense*

Advised Senator on foreign policy and defense issues. Sole staff member responsible for Foreign Relations Committee business, including preparing floor speeches, amendments, committee questions and statements, editorial pieces, and trip reports from foreign travel. Other major responsibilities included State Department, Defense Department, and Intelligence authorization and appropriations bills, United Nations Peacekeeping forces, Defense Base Closure and Realignment, and the B-1 Bomber.

**Defense Base Closure and Realignment Commission**

February 1993 - September 1993

*Congressional Liaison*

Responsible for initiating and coordinating liaison between seven presidentially appointed Commissioners and Members of Congress during the 1993 round of defense base closures and realignments. Arranged hearings for Members of Congress to testify on 238 U.S. military installations recommended for closure by the Secretary of Defense and Commissioners. Advised Commissioners on policy and political implications of base closures and traveled extensively to some of the 238 military bases under consideration.

**The White House**

February 1992 - January 1993

*Deputy Associate Director of Presidential Personnel*

Managed personnel portfolio of 53 defense and national security boards and commissions. All 53 were presidentially appointed, 18 required senate confirmation. Drafted decision memoranda for the President's signature, recommending candidates for each board. Boards included the Panama Canal Commission, Women in Combat, Defense Base Closure, General Advisory Committee on Arms Control and Disarmament. Other responsibilities included Science and Technology Boards and Judiciary Boards.

**The Arms Control and Disarmament Agency**

February 1991 - February 1992

*Congressional Affairs Specialist*

Congressional Liaison for the Strategic Arms Reduction Treaty (START). Coordinated actions and communications between the Director of the Agency, Senators, Members of Congress, and key congressional staff during the ratification process. Principal point of contact for House and Senate Armed Services Committees, and the Department of Defense.

**The White House**

November 1990 - February 1991

*Acting Deputy Associate Director of Presidential Personnel*

Detailed from the Pentagon during Desert Shield/Desert Storm. Assessed credentials of candidates for senior-level national security assignments in the Departments of Defense, State, and Veterans Affairs; as well as United States Information Agency, Agency for International Development, Arms Control and Disarmament Agency, and Federal Emergency Management Agency.

**Department of Defense**

February 1989 - November 1990

*Directorate of Operational Test and Evaluation, Special Assistant for Legislative Affairs*

Coordinated between Directorate of Operational Test and Evaluation (DOT&E) and Members of Congress, their staffs, the General Accounting Offices, the Office of the Inspector General, and the Army, Navy, Air Force, and Marines. Briefed Director on authorization and appropriations legislation affecting weapons programs for all military services. Prepared Director for hearings, press conferences and interviews. Prepared congressional testimony and traveled with congressional staff to testing sites for major military programs. Weapon systems included Trident Submarine, Aegis Combat System, Seawolf Submarine, Tomahawk, Forward Air Defense, F-22 Fighter, B-2 Bomber. Produced annual report for DOT&E.

**Bush - Quayle Campaign and Transition Team**

September 1988 - February 1989

Member Maryland Bar and District of Columbia Bar  
Full Field FBI Clearance completed Summer 1992.

Mira R. Baratta

(b)(6)

## SUMMARY OF QUALIFICATIONS

Executive with extensive communications, public relations and public affairs experience. Co-founder of innovative advertising firm. Expertise in international affairs, national security and media. Excellent verbal and written communication skills, as well as over twelve years experience in dealing with domestic and foreign press on complex issues. Adept at handling matters involving high stakes, image and reputation. Strong analytical and negotiating abilities.

## EXPERIENCE

**Co-Founder, COO**  
**Driven Industries**

Oct. '00- present

(b)(6)

- Co-Founder of advertising firm specializing in non-traditional outdoor media.
- Responsible for business development and managing daily operations.
- Create marketing collateral, including media kits and press releases.
- Develop and implement public relations strategy.

**Consultant/ Adviser**

June '98-Oct. '00

(b)(6)

- Wrote articles for policy makers which were published in the *Wall Street Journal*, *Los Angeles Times*, *The Washington Post*, *Boston Globe*, *USA Today*, and in the foreign press.
- Served as Senior Adviser and spokesperson of the International Commission on Missing Persons (ICMP); responsible for strategic planning, fund-raising, and media relations.
- Developed public relations strategies and marketing materials for businesses.

**Vice President for Programs**  
**Freedom House (non-profit organization)**

Feb '97- June '98

(b)(6)

- Managed multi-million dollar portfolio of private and government-funded programs focused on democratic, media and economic reform, primarily in Central Europe and former Soviet Union: developed and negotiated proposals with US donors and foreign government officials.
- Supervised more than 20 employees in Washington, DC and overseas.
- Testified by invitation before the US Congress on foreign policy issues.

**Adviser on Foreign and Defense Policy**  
**Dole for President Campaign (Policy Staff)**

July-Nov '96

(b)(6)

- Advised Presidential Candidate Bob Dole on foreign and defense issues.
- Briefed national and international press -- on and off-the-record -- on a regular basis.
- Wrote speeches, press releases and articles for use by Candidate.
- Appeared on television and radio on behalf of the Dole for President Campaign.
- Arranged and participated in meetings with high level foreign representatives.

**Legislative Assistant**  
**Republican Leader's Office, US Senate**

June '89-July '96

(b)(6)

- Advised Senate Republican Leader Bob Dole (R-KS) on foreign and defense policy issues.
- Briefed national and international press on legislative initiatives and policy matters.
- Wrote articles for Senator Dole which were published in the *New York Times*, *Wall Street Journal*, *The Washington Post*, *Washington Times*, *USA Today* and *Newsweek*.
- Drafted legislation on leading policy matters and negotiated with Members of Congress, staff and administration officials to build bipartisan support for passage.
- Briefed Republican Leader for and participated in meetings with high-ranking US and foreign officials, including Ministers and Heads of State and Government.
- Represented Republican Leader in meetings with US government officials, as well as international governmental and non-governmental representatives.
- Served as liaison to defense business community.

**Deputy Director of Congressional Affairs**  
**Congressional Affairs Specialist**  
**US Arms Control and Disarmament Agency**

Feb '86-June '89

(b)(6)

- Advised Director and senior officials on relevant congressional actions and legislation.
- Managed sensitive political matters involving Congressional committees and members.

## APPOINTMENTS

November 1997, appointed Senior Adviser to the Chairman of the *International Commission on Missing Persons*. Served as liaison to the UN, US and other donor governments involved in the former Yugoslavia. Advised on political and fund-raising strategies. Served as spokesperson.

## EDUCATION

**Tufts University**  
**The Fletcher School of Law and Diplomacy** 1982-1984

Completed Ph.D. course work in the fields of international security, political development, international energy and resources, and US diplomatic history.

**Georgetown University**  
**School of Foreign Service** 1978-1982

B.S.F.S, *magna cum laude*, May 1982  
Frank Fadner S.J. Award for Russian Studies  
Phi Sigma Alpha Honor Society  
Major: Comparative and Regional Studies (Europe, Russia and East Asia).

## LANGUAGES

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## MEMBERSHIPS

Council on Foreign Relations, New York, New York.

**Allison Barber**

(b)(6)

## **Experience**

***White House*** November 2002-Current  
***Special Detail to the Office of Global Communications***

Develop and coordinate communication campaigns for global audiences and provide rapid response to international media coverage during Operation Iraqi Freedom.

***Project Profile:***

Partnership for Afghan Recovery  
Iraqi Expatriate Outreach  
Foreign Media Outreach –State of the Union  
Department of State, Education Committee – Middle East Focus

***Department of Defense*** June 2001-November 2002  
***Special Assistant to the ASD/PA***

Organize and implement internal and external public affairs plans and projects that advance the mission of DoD and require inter-agency and inter-departmental coordination.

***Project Profile:***

A Day in the Life of the U.S. Armed Forces –Global photojournalism project  
NFL Military Support Television Campaign  
MTV – USO Military Support Concert and Television Show  
ESPN Military and Athlete Pen Pal Program  
A & E Biography –Secretary Rumsfeld  
Veteran's of Foreign War – Calling Card Program  
Education Outreach: Patriotic Webcast, Time for Kids, Nickelodeon  
HP/Compaq Military Support Campaign  
Letterman Top 10 –Military Support Campaign

***Sodenta*** January 1999-June 2001  
***President***

Develop integrated public relations campaigns for the following clients.

***Client Profile:***

Hill and Knowlton  
American Red Cross, Armed Forces Emergency Services Division  
American Red Cross, Bio Medical Division  
American Red Cross, Celebrity Outreach Division  
Molton, Allen and Williams Mortgage Bankers

*Campaign Elements:*

Develop new business opportunities  
Design national media and consumer campaigns  
Produce training videos, PSAs, and marketing material  
Create educational programs  
Coordinate military and client activities on installations (CONUS and OCONUS)  
Implement internal "morale building" campaigns

*PlowShare Group*

*President*

April 1998-August 1998

Opened the Washington, D.C. office for this Connecticut-based advertising agency. Responsible for new business development, client relations and the oversight of campaign implementation.

*Client Profile:*

Environmental Protection Agency  
Advantage Employment Agency  
Look Good Feel Better  
World Wildlife Fund

*American Red Cross*

*Director, Public Relations*

July 1992-May 1998

Created a new public relations department to position and promote Tissue Transplant Services, a new line of service for the American Red Cross. Responsible for launching national awareness programs, conducting national media events, hosting Congressional briefings and interacting with Health and Human Services. Managed all internal communication programs for this Department.

*Merrillville Public School*

*Teacher*

August 1986-Dec 1991

Taught grades first, second and sixth. Served as Vice President of the Teachers Association and was responsible for lobbying activities on behalf of teachers and parents and was the lead for internal communication efforts.

**Education**

Indiana University; MS, Elementary Education  
Tennessee Temple University; BS, Elementary Education

**ALEX ALBERT BEEHLER**

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**EXPERIENCE:**

**Present Koch Industries and Koch Foundation**  
Washington, DC

Director, Environmental and Regulatory Affairs (Koch Industries) and  
Environmental Program Officer (Koch Foundation)  
direct development and implementation of strategic planning for environmental issues (Koch  
Industries) and for funding of environmental causes (Koch Foundation)

**2000 (Jan - Nov.) Manufacturers Alliance**  
Arlington, VA

Staff Director and Attorney, Environmental Management Councils  
direct new Global Environmental Initiative  
direct two management councils composed of eighty top Environment, Health and Safety  
officials of the Alliance corporate members for seminar-type discussions of problems of  
common interest  
prepare legal analysis and regulations of current environmental public policy changes likely to  
have significant influence on industry

**1990 - United States Department of Justice**  
2000 Washington, D.C.

Senior Trial Attorney, Environmental Enforcement Section, Environment and Natural  
Resources Division  
conduct all facets of federal civil litigation involving the major environmental statutes.  
member, federal interagency working group on environmental policy and related trade issues.

**1987 - Mezzullo, McCandlish & Framme**  
1990 Washington, D.C.

Trade administrative practice including foreign trade zones and customs valuation.  
Federal civil business tort litigation and state commercial and insurance litigation.

**1983 - Arthur Lee Quinn, P.C.**  
1987 Washington, D.C.

Trade and legislative practice  
handled customs valuation and classification matters, with extensive focus on federal sugar  
support programs.  
lobbied before Congress and Administrative agencies on environmental, agricultural and  
trade matters.

**1982 - Department of Education, Office of Civil Rights**  
1983 Washington, D.C.

Special Counsel for Regulatory Review.

# ALEX ALBERT BEEHLER

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1981 - United States Environmental Protection Agency  
1982 Washington, D.C.

Special Assistant to Associate Administrator for Legal and Enforcement Counsel.

1980 - United States Senate, Counsel for Senator Bob Dole  
1981 Washington, D.C.

International legal issues.

1978 - Hamel, Park, McCabe & Saunders  
1980 Washington, D.C.

Federal civil commercial litigation and trade administrative practice.

## EDUCATION:

1978 University of Virginia School of Law, J.D./L.L.B.  
*Virginia Journal of International Law*: editorial board; published case note.

1975 Princeton University, A.B.  
Woodrow Wilson School of Public and International Affairs  
Woodrow Wilson School Scholar; Rhodes Scholar Semi-Finalist.

## PROFESSIONAL DATA:

### Member of the Bar:

District of Columbia; U.S. District Court, District of Columbia; U.S. Court of Appeals, District of Columbia; U.S. Court of Appeals, Federal Circuit; State of Maryland; Commonwealth of Virginia

### Environmental Policy Group:

Founder and Chairman (1996-present)

### Federal Advisory Committee:

Member, U.S. Department of Commerce and Office of the U.S. Trade Representative Industry Function Advisory Committee on Customs Matters (1986 - 1990)

### Environmental Law Institute:

Associate Member; member, Eastern European Working Group and Caribbean and Latin American Working Group (1992 - present)

## PUBLICATIONS:

Co-authored "Contesting of CERCLA Recovery Costs: There is No Contest," *Environmental Law Reporter* (December 1992).

## TEACHING:

"Superfund Settlements," Public Law and Policy course, National Law Center, George Washington University (1993-1995).

## RECENT AWARDS:

Special Achievement Award □ United States Department of Justice

*Political Activities*  
*of*  
**ALEX ALBERT BEEHLER**

*George W. Bush for President Campaign*

**National Fundraiser**

- . GWB Network principal; raised \$160,000 for campaign
- . Made maximum financial contributions to campaign and to legal compliance fund allowed by law
- . Made significant financial contribution to 1998 George W. Bush for Governor campaign

**Policy**

- . Environmental policy volunteer to Campaign; worked with Environmental Policy "Pod" members and Campaign policy staff on issues, briefs and speeches
- . Lawyers for Bush/Cheney Campaign

**Consultant**

- . Republican National Committee (June 2000 - November 2000) on environmental issues

**Local**

- . Arlington County, Virginia and Montgomery County, Maryland, volunteer for primaries and general election; literature distribution, local media outreach and driver

**Other**

- . Bush/Quayle for President (1988) - Lawyers Committee; policy research committee; Montgomery County, Maryland, volunteer: [as federal employee prohibited by Hatch Act from political campaigning in 1992 Presidential Election]

# Bradley Berkson

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## SUMMARY

Acting Deputy Under Secretary of Defense for Logistics and Materiel Readiness managing DoD's global supply chain. Former President of NEW Customer Service Companies, Inc. joined following their acquisition of IP-Mill, Inc., a RFID/UID technology startup for which he was founder, Chairman, and CEO. Also Partner at McKinsey & Company active in Firm's Technology, Corporate Finance, Energy, and Innovation practices. Engineering degree from University of Tulsa and MBA from Harvard Business School.

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## EXPERIENCE **2003- Present US Department of Defense Deputy Under Secretary of Defense (Logistics and Materiel Readiness) 2004-present**

Selected to act as the DoD's senior logistics official. Oversee the \$129B, 1+million person defense supply chain in support of the world's largest organization. Supervise and direct Department's global supply chain; sustaining the multi-trillion dollar US arsenal of weapons systems including the world's largest combat air, transport air, ship, and ground fleet, and deployed combat force; supplying world's largest consumer of fuel, pharma, food, and textiles; operating the world's largest industrial maintenance complex; Driving global adoption and implementation of transformational supply chain innovations including RFID, UID, the world's largest ERP design and build, 3PLs, and strategic defense logistics designs for massed forces in immature, hostile infrastructure environments

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### **Director, Studies and Analysis 2003**

Appointed to lead the Secretary of Defense's transformation of DoD's supply chain. Direct report to Senior Executive Council, the senior civilian team at Pentagon including SECDEF, Deputy, Military Department Secretaries, and Undersecretary (Acquisition, Technology, and Logistics). Conducted comprehensive reform to improve readiness and lower cost.

### **2000 - 2002 NEW Customer Service Companies President**

Grew technology-enabled business process outsourcing company from \$80-\$130MM. Built new businesses, expanded product offer, rationalized business practices and costs. Started new outsourcing businesses for manufacturers providing customer service functionality. Developed new customers including Toshiba, Pioneer, and Thompson. Restructured organization, introduced product management and strategy/business development teams. Recruited new top management team including CFO, CIO, and VPs in Marketing, Strategy, Business Development, and IT.

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### **2000 IP-Mill, Inc.**

#### **Chairman and CEO**

Founded start-up RFID/UID technology company. Invented and patented core technology and developed product line. Structured company and secured \$3M funding. Recruited management team including Fortune 500 CIO. Delivered 4X return to investors.

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**EXPERIENCE 1991 – 2000 McKinsey & Company, Inc.**  
**- Continued Partner – Houston Office**

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Active in McKinsey's Technology, Corporate Finance, and Energy practices. Served a variety of clients throughout world in strategic, transactional, organizational, and operational engagements including:

Defining, developing, and executing entry strategies for multiple clients in high tech markets including telecoms (CLECs), ISPs, and B2B ecommerce.

Evaluating, structuring, negotiating, and integrating multiple merger, acquisition, and alliance transactions for clients both domestic and international. Deals included billion dollar industrial joint ventures, several multi-billion dollar industry shaping mergers, and international entries.

Multiple strategic and functional excellence initiatives for top PC company:

- Global manufacturing and product development strategy – resulted in turnaround of key \$5B division to recapture market leadership.
- Turnaround strategy for Japanese market – Developed tactical and strategic response to attack by top domestic Japanese competitors.
- Latin American financing strategy – Established financing and risk management capabilities allowing successful competition in Brazil.

Multiple organizational redesigns and restructurings resulting in average 30% improvement in cost performance and agile business unit structure.

Developing a product/market strategy for a leading consumer goods brand, including an evaluation of private label positioning, loyalty marketing, and category management.

Leading one of the US' largest private companies in developing financial trading and risk management techniques in several commodity businesses. Developed derivative products and built required functional capabilities to support the client's world class aspirations.

**1985 – 1989 Exxon**  
**Project Manager**

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Managed joint venture production operations on Alaska's North Slope. Saved over \$80M in property tax renegotiation project.

**EDUCATION 5/1991 Harvard Business School US-MA-Boston**  
**MBA with Scholastic Honors**

**5/1985 University of Tulsa US-OK-Tulsa**  
**BS, Engineering Cum Laude – Top Ten Graduate in University**

**PUBLICATIONS** Written articles about IT applications in the oil industry for the *Journal of Petroleum Technology*, on topics ranging from technology to industry structure evolution in the *McKinsey Quarterly*.

**Victor E. Bernson, Jr.**

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**PROFESSIONAL EXPERIENCE**

**Office of the Secretary of Defense, Department of Defense**

I received a White House appointment to serve as a Defense Fellow in the Office of the Secretary of Defense on November 8, 2001. My specific assignments are set forth below:

**Acting Director, DoD Legislative Reference Service** **Oct 02 - Present**  
The DoD General Counsel promoted me to my present position on October 1, 2002. I provide legal advice and support to DoD, particularly the Office of the Secretary of Defense, regarding all legislation and Congressional testimony affecting DoD. My primary responsibility is to construct and shape the annual DoD Legislation Program, the centerpiece of which is the annual National Defense Authorization Bill. I liaison directly with the DoD's top management, representing the Office of the General Counsel and DoD in frequent dealings with high-level officials in the Office of the Secretary of Defense, the Military Departments and Defense Agencies, the White House staff, the Office of Management and Budget, and other Executive Departments.

**Associate Deputy General Counsel** **Nov 01 - Oct 02**  
As an Associate Deputy General Counsel in the Office of the DoD General Counsel, I was responsible for overseeing critical legislative matters initiated by DoD, providing legal counsel to senior Department officials regarding political activity, and accomplishing a wide assortment of sensitive special projects for the DoD General Counsel and Secretary Rumsfeld. I participated in the creation and implementation of military commissions, which are courts of necessity convened by order of the President to try foreign enemies in the ongoing war on terrorism.

**Department of Justice** **Nov 98 - Nov 01**  
**GS-15, Attorney Advisor, Executive Office for United States Attorney**  
As Attorney Advisor in the Legal Counsel's Office, I directly supported all 94 United States Attorney's offices and more than 7500 Department of Justice lawyers regarding all employment actions, and I served as a designated expert regarding ethics matters, professional responsibility, policy development, litigation support, conflicts of interest, Congressional inquiries, and general problem-solving. On a monthly basis I lectured to federal, state, and local law enforcement employees and officials regarding employment law, ethics, and professional responsibility at the National Advocacy Center in Columbia, South Carolina.

## U.S. Navy

### **Lieutenant Commander, Judge Advocate General's Corps**

Staff Judge Advocate, USS KITTY HAWK Aircraft Carrier Battle Group 1990-1998

As Legal Advisor for the headquarters staff responsible for more than 12,000 Sailors and Marines deployed to the Persian Gulf, I directly managed 4 attorneys and 15 support staff providing a full range of legal services to the Fleet. My responsibilities included overseeing complex investigations and resolving demanding administrative, criminal, international, and operational law issues.

Student, Naval War College

1995-1996

I was a Distinguished Graduate, earning a Masters Degree in National Security and Strategic Studies.

Staff Judge Advocate, U.S. Naval Support Activity, Naples Italy

1992-1995

I managed a legal office with 8 support staff that served a military community exceeding 25,000 people.

Trial Attorney, Navy Legal Office, Subic Bay, Republic of the Philippines 1990-1992

I tried more than 25 cases, as both Senior Prosecutor and Defense Counsel. In my most notable case, I successfully defended a client wrongly charged with capital treason during the Gulf War, a case that became the top story on CNN and the major news networks.

## **POLITICAL EXPERIENCE**

Steering Committee, **George W. Bush for President**, Anne Arundel County, Maryland  
Precinct Coordinator, **George W. Bush for President**, Anne Arundel County, Maryland

Steering Committee, **Youth Team 2000 for George W. Bush**, Maryland

Advance Team Leader, Delegate Caucus Operations, **2000 Republican National Convention**, Philadelphia, Pennsylvania

Legal Counsel, Republican Party, Anne Arundel County, Maryland

President, Anne Arundel County Republican Club (The Elephant Club)

Precinct Coordinator, Legislative District 33, Maryland Republican Party

Delegate, Maryland Republican Party Conventions

Attended *Legislative Studies Institute*, **Leadership Institute**, Arlington, Virginia 1998

## **EDUCATION**

B.A., **Brown University**, Political Science, 1986

J.D., **Boston University School of Law**, 1989 (Admitted to Massachusetts Bar in November 1989)

M.S., **Naval War College**, National Security and Strategic Studies, 1996

## COMMENDATIONS

- **Honored as Anne Arundel County Republican “Man of the Year” for 2000** (Feb. 2001)
- Received 2 Special Act Awards (Aug. 1999 and Oct. 2000) as well as 1 On-The-Spot Award (Feb. 2001) from the Department of Justice for superior achievement.
- Awarded 14 separate Navy medals and ribbons, and more than 20 letters of Commendation, for superior professional achievement. (1990-1998)
- Nominated for prestigious National Image Meritorious Award honoring Americans of Hispanic descent for community leadership and exemplary citizenship (Nov. 1995).

## PERSONAL AND FAMILY

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## COMMUNITY SERVICE

Den Leader, Cub Scouts of America, Pack 688, Den #13  
Member, Veterans of Foreign Wars, Post 434, Glen Burnie  
Member, American Legion  
Member, Knights of Columbus, Holy Trinity Council #3413 (1<sup>st</sup> Degree)  
Member, Organization of Hispanics and Latin Americans of Anne Arundel County  
Active Parishioner, Church of St. John the Evangelist, Severna Park, Maryland

**CHRISTIAN M.L. BONAT**

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**EXPERIENCE**

**SIDLEY AUSTIN, LLP, Washington, DC**

**Attorney, Aug. 2003 - Present**

Practice areas include corporate criminal defense and internal investigations, general and appellate litigation and pro bono matters

- Member of the Virginia State Bar and District of Columbia Bar

**AMERICAN ENTERPRISE INSTITUTE FOR PUBLIC POLICY RESEARCH, Washington, DC**

**Research Associate to Judge Robert H. Bork, 2001 - 2003**

Researched and provided written and oral reports on various legal topics (including international law and the American constitutional tradition) to assist in periodical and book publications on legal and cultural issues

- Primary assistant for *Coercing Virtue: The Worldwide Rule of Judges* (Random House Canada, 2001 / American Enterprise Institute Press, 2003) and *Freedom's Paper Trail* (forthcoming)

**U.S. NAVAL OFFICER, Naval Aviator and Strategic Planner with** (b)(6)

**OFFICE of the CHIEF of NAVAL OPERATIONS, Washington, DC**

**Action Officer/Lieutenant Commander (Select), Warfare Policy and Doctrine Branch, 1998 - 2001**

Developed Navy strategy and policy positions with an emphasis on defense planning, logistics, and medical policies

- Prepared written responses to congressional inquiries
- Interacted with the Office of the Secretary of Defense and the Joint Chiefs of Staff
- Primary Navy representative in development of Defense Planning Guidance illustrative planning scenarios

**U.S. NAVAL INSTITUTE, Annapolis, MD**

**Member, Board of Directors and Editorial Board, 1999 - 2001**

Responsible for the strategic direction of the private, non-profit, professional organization of the sea services; included editorial review and oversight of the *U.S. Naval Institute Proceedings* magazine and book publications

**HELICOPTER ANTI-SUBMARINE SQUADRON (HSL-51), Atsugi, Japan**

**Naval Aviator/Lieutenant, 1995 - 1998**

Deployed as Aircraft Commander and managed 16 technicians in maintaining helicopters and associated equipment

- Participated in several bilateral and multilateral exercises with the navies of the United Kingdom, the Republic of Korea, Japan, and Malaysia
- Participated in Operation Southern Watch/Vigilant Sentinel in the Arabian Gulf to enforce United Nations sanctions against Iraq as well as operations in support of Taiwanese presidential elections
- Trained squadron pilots and managed annual flight qualifications
- Ranked number-one pilot by commanding officer; awarded Navy Commendation Medal

**U.S. CONGRESS, Washington, DC**

**Liaison Officer/Lieutenant (j.g.), Navy Office of Legislative Affairs, 1993 - 1994**

Investigated and responded to over one thousand congressional inquiries concerning constituent concerns and Navy policies and operations

**NAVAL FLIGHT TRAINING, Pensacola, FL/San Diego, CA**

**Lieutenant (j.g.)/Lieutenant, 1992 - 1993/ 1994 - 1995**

**OFFICE of the CHIEF of NAVAL OPERATIONS, Washington, DC**

**Action Officer/Ensign, Western Hemisphere Plans and Policy Branch, 1992 - 1992**

Developed Navy policy with an emphasis on the Haitian refugee crisis

**EDUCATION**

**GEORGETOWN UNIVERSITY LAW CENTER, Washington, DC**

**Juris Doctor, *Cum Laude*, May 2003**

Runner-up, 2001 National Telecommunications Moot Court Competition

*Georgetown Journal of Law and Public Policy* law journal

**GEORGETOWN UNIVERSITY GRADUATE SCHOOL, Washington, DC**

**Master of Arts, National Security Studies, May 1992**

**U.S. NAVAL ACADEMY, Annapolis, MD**

**Bachelor of Science, with Merit, May 1991**

Honors in History

*Phi Alpha Theta* History Honors Society

**PUBLICATIONS**

"Military Commissions for Terrorists on Solid Constitutional Ground," *Washington Legal Foundation Legal Backgrounder*, Sep., 2004 (available at [www.wlf.org/upload/091704LBBerenson.pdf](http://www.wlf.org/upload/091704LBBerenson.pdf)) (Co-author).

"Your Reason Isn't Reasonable: An Analysis of the Legitimacy of Faith-Based Arguments in the Public Debate," *1 Georgetown Journal of Law and Public Policy*, Summer 2003.

"The European Court of Human Rights," *Federalist Society White Paper*, Spring 2003.

"Are We Sending the Right Message?" *U.S. Naval Institute Proceedings*, Nov., 1999.

**MISCELLANEOUS**

**IYL FOUNDATION, INC., Dayton, NJ**

**Member of the Board of Trustees and Secretary, Feb. 2006 - Present**

Responsible for the strategic direction of the non-profit organization which identifies exceptional young leaders amongst previously disadvantaged South African high school students and transforms them into global-minded citizens by providing both scholarships and opportunities to travel

**U.S. NAVAL RESERVE, Pentagon, Washington, DC**

**Lieutenant Commander, Navy Department Duty Officer, Navy Operations Center, 2001 - 2004**

Monitored worldwide naval and military operations to provide timely and accurate information to senior Navy leadership

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**CHRISTIAN M.L. BONAT**

(b)(6)

**EXPERIENCE**

**SIDLEY AUSTIN, LLP, Washington, DC**

**Attorney, Aug. 2003 - Present**

Practice areas include corporate criminal defense and internal investigations, general and appellate litigation and pro bono matters

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"Your Reason Isn't Reasonable: An Analysis of the Legitimacy of Faith-Based Arguments in the Public Debate," 1 *Georgetown Journal of Law and Public Policy*, Summer 2003.

"The European Court of Human Rights," *Federalist Society White Paper*, Spring 2003.

"Are We Sending the Right Message?" *U.S. Naval Institute Proceedings*, Nov., 1999.

### MISCELLANEOUS

**YLF FOUNDATION, INC.**, Dayton, NJ

**Member of the Board of Trustees and Secretary**, Feb. 2006 - Present

Responsible for the strategic direction of the non-profit organization which identifies exceptional young leaders amongst previously disadvantaged South African high school students and transforms them into global-minded citizens by providing both scholarships and opportunities to travel

**U.S. NAVAL RESERVE**, Pentagon, Washington, DC

**Lieutenant Commander, Navy Department Duty Officer, Navy Operations Center**, 2001 - 2004

Monitored worldwide naval and military operations to provide timely and accurate information to senior Navy leadership

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En Morales' office: ADUSD/Transportation  
PLS. Schedule w/  
[Signature]

**Earl B. Boyanton, Jr.**

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### Overview

Earl Boyanton is an extraordinarily experienced defense transportation and mobility operator and executive. In his active duty career he served in multiple Air Force and Joint assignments that entailed both policy and execution. Subsequently he has supported the transportation and mobility community as a defense contractor. He is well connected in the National Defense Transportation Association and other executive level networks. As a result, he is informed on issues of air, land, ocean, and intermodal transportation as well as DOD-wide deployment and sustainment planning and execution.

### Education

**Post-MBA:** Saint Louis University, Certificate in Supply Chain Management (In Progress)

**MBA:** The University of Texas at Austin, Emphasis on Information Technology Business Solutions for Transportation (*Dean's Award for Academic Excellence*)

**BA,** The University of Texas at Austin, Business (Advertising)

**Professional Development:** Harvard University, Senior Officials in National Security, National Defense Programs, John F. Kennedy School of Government

**Professional Development:** AF Institute of Technology, USAF Senior Transportation Officers' Course, School of Systems & Logistics

**Professional Military Education:** Industrial College of the Armed Forces; Air Command and Staff College, USAF Squadron Officer School (*Distinguished Graduate*)

## Relevant Experience

### **July 1990 – Present: Stanley Associates, Inc.**

Directly responsible and accountable to the customer and to Stanley Associates corporate officers for performance on two contracts:

- Sealift, Intermodal, and Infrastructure Support – Program director for contract support of HQ USTRANSCOM/J-5 Mobility Analysis Division.
  - Provides policy analysis, deployment and sustainment simulation modeling, and database support for ocean and intermodal transportation and related infrastructure.
  - Assists USTRANSCOM staff in furthering the Voluntary Intermodal Sealift Agreement (VISA) program, including the DOD-Industry-DOT/MARAD Joint Planning Advisory Group (JPAG), which proposes the best ways to support DOD operation plans with commercial sealift.
  - Addresses issues such as containerization of units for deployment, sustainment of deployed forces via commercial ocean liner routes, and contracting with the US Flag ocean/intermodal carriers for peacetime and contingency support under the VISA umbrella.
  - Evaluates the infrastructure capabilities of the US Army Power Projection Platforms (PPPs – CONUS installations from which deployments originate), especially containerization of units for deployment.
  - Assesses US private sector Third Party Logistics (3PL) companies to determine if, and to what extent, the 3PLs can augment or supplant DOD capability to load out from the PPPs.
  - Evaluates the capabilities of DOD ammunition depots and seaports of embarkation (SPOEs) to sufficiently handle trainloads of containerized conventional ammunition.
- Global Transportation Network (GTN) – Program director for Stanley Associates as subcontractor to Lockheed Martin–Mission Systems, developing the Global Transportation Network (GTN). GTN is USTRANSCOM's primary command-and-control decision support and business operations system.
  - Provides subject matter expertise to develop GTN's command and control support and "planned versus actual" deployment analyses.
  - Designs GTN data exports to systems such as Joint Total Asset Visibility, Global Combat Support System/Common Operating Picture, and Service-level materiel management systems charged with supporting deployed forces.
  - Designs GTN capability to accomplish Vendor In-Transit Visibility to assure that vendor-direct shipments from DLA-contracted medical, subsistence, and repair parts suppliers are visible to requisitioners and all other stakeholders.

- Provides all employee skill sets associated with large-scale, web-based information system development: functional requirements definition, database design, software development, testing, quality assurance, and software maintenance.

On a broader scale, Boyanton is the principal in-house consultant to all Stanley Associates program managers who are developing information technology business solutions that include transportation, deployment, sustainment, and strategic mobility functionality.

In an earlier Stanley Associates assignment, Boyanton was project manager of the USMC Transportation Coordinators' Automated Information for Movements (TC AIMS) system, one of four applications within the Marine Corps' Logistics Automated Information Systems (LOG AIS) suite. His background in joint transportation policies and processes and their implementation in this application resulted in OSD designation of USMC TC AIMS as a migration system for the joint-service TC-AIMS II program.

Boyanton also represents Stanley Associates to the National Defense Transportation Association (NDTA) Business Practices Committee, a national-level standing committee. In this venue he works with senior military and government officials and senior corporate committee members to define commercial best practices and investigate their applicability to DOD's transportation and deployment processes. For example, Boyanton documented the lack of in-transit visibility for commercial ocean/intermodal containerized cargo in overseas theaters and defined a methodology to close the gap using existing commercial capability in Europe and other theaters.

**November 1962 – May 1990: US Air Force, Transportation and Joint Mobility Officer**

Served in Air Force and Joint assignments including the unit operating level in Europe, Asia, and the USA; the Pacific Command headquarters in Hawaii; the Joint Chiefs of Staff and the HQ USAF staff in the Pentagon; and culminating as the Military Airlift Command (MAC – now Air Mobility Command) Deputy Chief of Staff (DCS) for Air Transportation with worldwide responsibilities. These are summarized from the most recent as follows:

As DCS/Air Transportation at HQ MAC, 1985-1990 (a General Officer billet):

- Provided round-the-clock capability at over 100 air terminals and aerial ports to support worldwide US and coalition airlift operations.
- Assured the ability of Air Force Reserve and Air National Guard units to integrate immediately with the Active Force in times of crisis.
- Coordinated the distribution of air terminal specialists and materials handling equipment around the world to support contingency, humanitarian and disaster relief, and peacekeeping operations.
- Contracted for over \$600 million annually in commercial air transport services to support both day-to-day and crisis requirements.
- Established and operated the DOD Air Carrier Survey and Analysis Office to verify and oversee the safe operation of DOD-contracted air carriers.

- Supervised information systems requirements definition, design, and development for air transportation and for air carrier oversight.

As the Air Staff department head for Transportation Plans and Programs, 1983-1985:

- Managed the training, equipping, and organizing of USAF transportation units worldwide to support joint operation plans.
- Planned, programmed, and budgeted for new aircraft loading and materials handling equipment for aerial ports and air terminals.
- Managed the policy and structure of the Civil Reserve Air Fleet (CRAF).
- Represented HQ USAF to the JCS Joint Transportation Board (JTB) Secretariat, which developed options for allocating scarce transportation resources among competing claimants in times of crisis.
- Represented HQ USAF to the Defense Transportation Policy Council (DTPC), chaired by ADUSD:L(TP).

As a Joint Staff (J-4) Strategic Mobility Operations Officer, 1980-1983:

- Established policy and procedures for allocation of lift capacity between the Supported CINC and other Unified Commands in crises.
- Repeatedly selected by the Director, J4 as the logistics representative for ad hoc planning of US responses to crises in Central America, Middle East, and North Asia.
- Conducted early logistics planning for hypothetical operations into the Southwest Asia Theater, which became the baseline for Operation Desert Shield/Desert Storm.
- Staffed strategic logistics initiatives (e.g., afloat prepositioning and airlift/sealift enhancements) to overcome shortfalls in US capability to respond to distant contingencies.

As a HQ Pacific Command (PACOM) Joint Mobility Operations Officer, 1977-1980:

- Established Unified Command policies for air transportation, ranging from space available passenger movement to allocation of theater airlift in crises.
- Planned and tasked the execution of air transport operations throughout the PACOM area of responsibility for day-to-day, exercise, and crisis operations.
- Managed PACOM-wide employment of C-130 transport aircraft in support of all Services' requirements and interacted with MAC authorities to provide strategic airlift to the theater.
- Executed a \$35 million annual budget to accomplish air deployment and redeployment of Marine Corps, Air Force, Navy, and Army participants in Exercise *Team Spirit* in Korea.
- Interacted with embarkation and logistics officials of each Service component to understand their lift requirements in detail.

In operational assignments preceding the above senior headquarters duties, Boyanton commanded transportation and aerial port units in support of air-land-sea combat capabilities in Europe and Southeast Asia.

# CONGRESSWOMAN NANCY E. BOYDA

(b)(6)

## **SUMMARY**

- Former Member of Congress (2007-2009) from the Second District of Kansas. Served on the House Armed Services Committee (Personnel and Readiness Subcommittees) and House Agriculture Committee (Commodities, Conservation and Nutrition Subcommittees).
- Over 20 years in pharmaceutical research and development with a wide range of management responsibilities that required interfacing across all divisions of companies. Expertise in problem definition/resolution, international relations management and team development.

## **PROFESSIONAL EXPERIENCE**

### **US House of Representatives**

**Washington, DC and Kansas**

#### **Member of Congress KS-02**

**2007-2009**

Moderate Democrat with expertise on military and veterans' issues. Served on the House Armed Services Personnel Services and Readiness Subcommittees. Secured \$404 million to replace a severely outdated hospital at Fort Riley and \$15 million to rebuild a chapel at Fort Leavenworth. Met firsthand with hundreds of soldiers during visits to Iraq and Afghanistan, at on-base listening tours, and deployment/redeployments.

#### **Legislative Accomplishments:**

- H.R. 4137, Higher Education Reauthorization Act, included an amendment to require in-state tuition in all 50 states for children of military personnel for 4 years of college even if there is a change of station. Signed into law P.L. 110-315.
- H.R. 476, the Pension Forfeiture Act, to deny a taxpayer-funded pension to convicted Members of Congress. Incorporated into the Honest Leadership, Open Government Act and signed into law.
- H.R. 1773, Safe American Roads Act, to deny trucks from Mexico the ability to operate past the U.S.-Mexico border commercial zones. Passed the House.
- H.R. 4120, Effective Prosecution of Child Pornography Act, to clarify Congressional intent to make prosecution for having received child pornography via the Internet easier. Signed into law P.L. 110-358.
- H.R. 6113, Paperwork Reduction Act, to require federal agencies to include contact information on all required paperwork for small businesses. Passed the House.
- H.R. 6331, Medicare Improvements for Patients and Providers Act of 2008, included a provision to require prompt payment to retail pharmacies under Medicare Part D. Signed into law P.L. 110-275.

#### **Constituent Accomplishments:**

- Responded to more than 110,000 constituent letters, phone calls and e-mails.
- Assisted more than 3,500 constituents with their problems with federal agencies.
- Participated in more than 500 events and hosted 58 town hall Congress on Your Corner events.

**Nancy Boyda for Congress** **Topeka, Kansas**  
**Candidate** **2003-2006**

With no prior political experience, began a run for Congress in the fall of 2003. After an unsuccessful 2004 campaign, learned from mistakes and reran in 2005-2006. Won a highly Republican district by 4%.

**Pharmaceutical Research and Development Consulting** **Leawood, Kansas**  
**Independent Consultant** **2002-2003**

Worked with large and mid-sized pharmaceutical companies in clinical research trial execution.

**Southwest Charter School** **Kansas City, Missouri**  
**7<sup>th</sup> Grade Math Teacher** **2001**

Taught 7<sup>th</sup> grade math for 10 weeks in an inner-city charter school where nearly 100% of students were free-lunch-eligible. Incorporated life skills like grammar and writing at every opportunity and level.

**CyDex, Inc.** **Overland Park, Kansas**  
**Director, Commercial Operations** **1996-2001**

Responsible for operations/logistics, analytical support, supply chain issues, regulatory documentation for a startup company with a pharmaceutical delivery technology (Captisol®) licensed from University of Kansas. First major accomplishment was bringing a qualified supplier (Sispy) from France on line to meet the strict requirements for injectable drugs. Guided the RFP process, contract negotiations, engineering/design/build, and Good Manufacturing Process qualification to pass rigorous FDA requirements. International relationships were key to this success.

**International Medical and Technology Consultants, Inc. (IMTCI)** **Lenexa, Kansas**  
**Director, Clinical Research Trial Management** **1994-1996**

Hired to fix a business unit that had never turned a profit. In two years, it became the most profitable of the five business units in the company. Gross profit margin grew from under 30% to 49%.

Assembled a management team and developed a game plan that:

- Clearly defined and communicated our mission, values, and beliefs.
- Revamped the group's orientation to become tenaciously customer-focused.
- Developed strong relationships with groups that could help us obtain new contracts.
- Kept a strict eye on project profitability and overall department finances.
- Overhauled the recruiting process to include an emphasis on long-term commitment to more effectively address client project needs.

**Marion Merrell Dow** **Kansas City, Missouri**  
**R&D Senior Project Manager** **1988-1993**

Provided key interface for Marketing, Strategic Planning, Finance, Operations, Licensing and Legal. Gained reputation for effectively managing relationships with licensors from Japan, Europe, and the US. Led R&D technical teams on projects with \$100+ million budgets, charged with development of compounds from Investigational New Drug Application (IND) submission through Marketing Approval. Facilitated decision making primarily through negotiations with team members as well as Management. Identified and resolved issues that impacted the overall quality, timing, or budget of a project. Selected to participate in process re-engineering for R&D.

Accomplishments included:

- Leading a project team that filed an IND for a Japanese compound in six months—a significant accomplishment involving the integration of two very different corporate and country cultures.
- Co-leading the project team which submitted the only successful New Drug Application for the company in over three years.
- Receiving the CEO's Citation and Award for co-leading a project team through a financial/technical analysis decision to stop work on a \$100 million project that had no viable prospect of success.

***Senior Regulatory Affairs Associate—FDA Liaison***

**1985-1988**

Was principle liaison with FDA and USP regarding chemistry, manufacturing and controls submissions and Good-Manufacturing-Practices compliance. Led technical teams in the preparation of regulatory submissions.

Developed processes and strategies to turn around a failing unit and ensure that submissions were appropriately focused and presented to FDA. With the help of team members, authored a comprehensive submissions preparation manual and developed a tracking/communication system to assure compliance with submissions FDA had approved. In recognition of success, was honored with Marion Laboratories' highest award, the Presidential Award.

***Regulatory Affairs—Supervisor, Specifications and Compliance***

**1983-1985**

Coordinated the development of specification and test methods for all incoming, in-process and finished materials. Established a team process that enhanced communication/cooperation between operations and R&D.

***Regulatory Affairs—Environmental Compliance***

**1981-1983**

Developed the initial environmental compliance program for the company for air, water and hazardous waste. As liaison, established excellent working relationships with city and state authorities. Brought Marion into compliance and assured continued compliance with all local, state and federal laws. Moved into specifications center to learn Marion's core business.

**U.S. Environmental Protection Agency**

**Kansas City, Kansas**

***Inspector***

**1980-1981**

Performed on-site inspections of industry to assess compliance with federal hazardous waste and air pollution regulations.

***Chemist***

**1979-1980**

Prepared and analyzed environmental samples for priority pollutants using GC, GC/MS, ICP and AA. Moved into the Inspections Division of EPA at the request of Division Chief.

**EDUCATION**

**William Jewell College**

**Liberty, MO**

***B.A. in Chemistry***

**1977**

Summa Cum Laude (GPA: 3.8)

↳ PATRICIA S. BRADSHAW ↲

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**SUMMARY:** Senior Human Resources Executive who applies strong personal dedication, vision and courage in advocating “people” programs leading executives to implement major new policies and programs, reengineering initiatives, and complex corporate reductions and restructurings. Documented reputation as highly effective persuasive communicator at all levels of the corporation. Creator of innovative solutions to major human resources problems.

**ACCOMPLISHMENTS**

***Organizational and Cultural Transformation*** –As a consultant, serve as personal advisor to the CEO of a small private business of about 300 employees, on all human resources issues to include organizational concerns, leadership succession; work with the CEO and Leadership team to develop human resource policies and programs that support the organizational vision of ongoing organic and inorganic growth. As the Deputy Human Resources Officer and VP of HR Operations and Employee Relations, served as a senior leader in a \$1B Company with over 6500 employees worldwide, advising Corporate and the Commercial sector executives on continuous organizational change and cultural transformation resulting from the implementation of a new business model, ongoing restructuring and a rapidly changing business environment; Previously served as a leadership board member of a government organization downsized from 120,000 to over 50,000 employees worldwide, influencing the implementation of structured cultural change programs and restructuring initiatives using “principle centered leadership”. Developed leadership into facilitators and delivered training to about 5000 employees over two years. Developed initiatives with senior leadership to align systems and processes, such as performance appraisal and recognition systems, with these cultural values.

***Streamlining and Restructuring*** – Participated in the strategic planning and tactical delivery of restructuring plans for a large publicly traded company. For a major Navy organization, designed and implemented approaches to accomplish unprecedented reductions in the workforce from over 120,000 employees in 1989 to 50,000 in FY 99, including innovative privatization efforts, developing and securing Congressional funding for retraining and career transition assistance. Managed the closure, transfer and consolidation of 18 to three geographically dispersed full service human resources offices. Developed and implemented a major shift from local execution of shared services to centralized execution using technology insertion and business process reengineering to achieve additional staff reductions of over 25%; Lead reduction of immediate staff from over 240 with 6 subordinate supervisors to staff of about 50; While at the corporate level, developed and assisted in the management of a major initiative to consolidate 16 different human resources systems into a single corporate system for annual savings of \$13 million per year.

***Leading and Managing People*** – Dynamic charismatic leader whose personal magnetism attracts and retains the highest quality personnel. Led staffs of four to over 1200 geographically dispersed. Proactive customer-focused team player that expects the same standard of excellence from team members. Facilitated the improvement of working relationships with 5 unions at national level to enable implementation of a new human resources system. Designed and implemented a mentoring program, a corporate wide executive leadership development program, family friendly programs, including alternate work schedules, telecommuting, and work at home programs. Implemented Crisis Management Plan to deal with workplace violence.

### CAREER SUMMARY

***President, Smart Solutions, Inc.***

May 2004 – present

As a consultant on human resources policies and programs, currently serve as a personal advisor to the CEO of a small private firm that grew from about 100 employees to over 300 in a year. Provide advice on organizational construct, leadership placement and succession planning. Work with the leadership team of direct reports to develop new human policies and programs to support the vision of sustained growth, to include a job classification scheme, compensation structure, leave policies, performance management, and employee relations' practices.

***American Management Systems, Inc.***

August 1999 – May 2004

As Deputy Chief of Human Resources, served as the confidante and assistant of the CHRO on Corporate-wide strategic initiatives such as cultural transformation, organizational redesign, succession planning of key personnel, reviewing and recommending metrics for use with investors and analysts, strategies for hiring and retaining key staff after three quarters of unprecedented restructuring and layoffs; Supervised operations of work force management and staffing, college and open market recruiting, HRIS and reporting, employee relations and compliance; also served as the Strategic Business Partner to the EVP for the Commercial Sector, participating as a member of his leadership team and his confidante on all HR issues, but particularly those involving senior level staff

June 2001 selected as Director, AMS-North America HR Shared Business Services as company transitioned to new business delivery model for internal infrastructure functions. Served on the company-wide task force with outside consultant analyzing indirect functions and costs and recommending new delivery model for cost reductions. In new role responsible for budget of \$14M, staff of about 180 and client base of about 8000 employees. Functions included all HR operations noted above, as well as working with the Corporate staff to craft compensation and benefits policies and employee/worklife programs.

Joined company as the first HR Director for the Telecom North American business, with offices geographically dispersed across the country. Transitioned to become the worldwide HR director with oversight over European business, located in multiple western European countries and expansion efforts into Latin America, Asia and Australia. Initiatives included developing, reengineering, automating and implementing new policies and processes in all areas of HR, to include workforce planning and staffing, college and open market recruiting, HR administration, day-to-day HR consulting, workforce development, and diversity outreach; efforts resulted in reduction in the total cost of HR service delivery.

***Director, Human Resources, Naval Sea Systems Command***

1994 - 1999

Senior Executive for Human Resources and Diversity/EEO for the largest civilian organization in the Navy. Developed and implemented corporate wide strategies to reduce from 120,000 employees to 50,000. Supervised 18 geographically dispersed human resources directors, as well as 250 employees on the immediate staff, ultimately reducing to 3 offices and a staff of 50 by technology insertion and business process reengineering. Instituted major cultural change to enable workforce to manage reductions and restructurings. Developed and influenced the passage of legislation to test alternative human resources management approaches to hiring, firing, compensating and rewarding federal employees. Initiated and fostered first corporate level "partnership" with 5 unions at the national level to prepare for closures and reductions, and implementation of new personnel systems at the local level.

***Director, Staffing, Career Development & Executive Resources, Secretary of Defense***

1990 - 1994

Corporate policy development and implementation for over 1 million civilian employees. Developed, influenced and implemented legislation for people programs to accomplish drawdown and base closures; developed and managed training and development programs for senior executives and middle managers

throughout the Department; developed and coordinated major initiative to consolidate 16 separate human resources management systems into a single corporate system with estimated savings of over \$13 million per year.

*Director, Staffing, Pay & Benefits, Career Development, Secretary of Navy* 1985 – 1990  
Held various positions leading the development, implementation and evaluation of policies and programs for over 300,000 civilian employees covering recruitment, hiring, job classification, pay, workers' compensation, relocation, performance management, awards, training, and career development.

**EDUCATION**

Masters of International Management – University of Maryland  
Bachelor of Arts, Secondary Education, German – University of Maryland

## QUALIFICATIONS

### Management Experience

- Currently lead Global Supply Chain Mgt and serve as CIO for JDS Uniphase Corporation
- Managed Global Customer Service for JDS Uniphase, created integrated customer service organization
- Managed business applications for JDS Uniphase, led global ERP implementation program
- Managed eBusiness systems for Nortel, overseeing global group of over 200 software professionals
- Led IT Strategy & Investment for Nortel, responsible for capital investment analysis & financial assessments of \$1B IT annual expense budget, reporting to the CIO.
- Managed materials, purchasing, and order fulfillment for \$500M revenue Nortel factory
- Managed engineering team for Nortel factory start-up for Wireless Networking Equipment

### Technical Expertise

- Recipient of four U.S. Patents for electronics product and process optimization technologies
- Doctoral level coursework requirements completed in operations research
- Licensed professional engineer
- Winner of external awards for research & systems implementation work
- Publications in numerous academic & professional journals

### International Experience

- Maintained office in Ottawa, Canada, as VP of Customer Service for JDS Uniphase
- Led systems implementation program in Europe and Asia Pacific with JDS Uniphase
- Led international group of software developers with Nortel, with teams in Europe and Canada.
- Economic Development advisor to the government of Fujian Province, China – 2001 through 2003
- On site technical work in Nortel and JDSU Operations in the UK, Switzerland, Netherlands, Germany, France, Australia, and China over a ten year period

## EXPERIENCE

### Senior Vice President, Global Supply Chain Management and Chief Information Officer JDS Uniphase Corporation, San Jose, CA, May 2003-Present

Defined organizational model unifying supply chain management and IT, that fully integrates IT management responsibilities with business leadership within operations, eliminating traditional "alignment" barriers that exist in manufacturing companies between business and IT management teams. Specific initiatives now underway include:

- Streamlining of supply chain processes including order-to-cash and procure-to-pay business cycles, focusing on establishing efficient outsourced and overseas manufacturing & logistics operations.
- Creation of an integrated JDSU supplier management function, driving strategic supply relationships and associated cost and quality programs with key suppliers.
- Integration and implementation of centralized logistics and planning function, reducing site & business-unit specific groups into a unified optimized planning and order execution function for communications operations.
- Further reduction in IT spending in excess of 40% across all sites, while continuing to improve capabilities to all functional organizations and supporting ongoing business restructuring.
- Deployment of advanced supply chain integration technologies for extended visibility of demand, inventory, and capacity across the customer-JDSU-supplier value chain.

**EXPERIENCE Continued****Vice President and Chief Information Officer**

JDS Uniphase Corporation, San Jose, CA, April 2002-May 2003

Leadership of information technology function for JDS Uniphase operations globally. Responsible for budget initially in excess of \$100M annually, with resources distributed across JDSU sites & business units. Specific achievements include:

- Definition and execution of IT strategies to support company during period of significant business restructuring due to telecommunications market downturn, reducing IT spending by 70% in a twelve month period, while increasing system capability for JDSU employees.
- Upgrade of global ERP environment to Oracle release 11i, while restructuring global WAN, email, telecom, and local systems to reduce cost and improve capability.
- Integration of logical business structures, including general ledgers & business units, in alignment with company consolidation, product transfer, & cost reduction initiatives.
- Support of all core business processes via centralized, outsourced IT management model, currently showcased by external firms including Gartner and Oracle as models of cutting edge IT management.
- Ongoing maintenance of support and systems execution for ERP, product data management, internet/intranet, portals, messaging and telecommunications systems supporting JDSU operations.
- Definition and implementation of optimized, IP based technical architecture for all IT systems, leveraging Linux as appropriate to reduce ongoing OS maintenance costs.

**Vice President, Global Customer Service**

JDS Uniphase Corporation, Ottawa, Ontario, and San Jose, CA, April 2001 – April 2002

Led global effort focused on creating a single customer facing order management, inside sales and service organization for independent JDS Uniphase global business units during a period of dramatic business contraction and corresponding cost reduction. Assumed direct management of 160 customer service resources distributed across JDSU sites in North America, Europe, and Asia-Pacific regions.

Specific responsibilities and achievements included the following.

- Drove implementation of standard order fulfillment, product quotation, pricing, and return-material/credit issuance processes, while simultaneously reducing customer service resource base by over 50% between June and November.
- Transferred all customer service functions in eighteen sites globally to Ottawa, Ontario, leaving satellite teams in place in the Netherlands; Sydney, Australia; and Shenzhen, China, providing single call center access to global 24-hour customer service.
- Development of technical sales team for performing & supporting telesales activity and facilitating engagement with appropriate product line marketing for new and existing customers contacting JDSU via call center.
- Defined and implemented standardized daily, weekly, and monthly communication programs with JDSU factories to ensure proactive communication of issues with customers and immediate feedback to operations regarding performance issues.
- Reviewed and revised, as needed, terms and conditions of sale associated with major customer contracts, focusing specifically on delivery and product performance requirements and corresponding financial impact.

**Vice President, IT & Business Applications**

JDS Uniphase Corporation, San Jose, CA, January 2000 – April 2001

Drove the global implementation of core IT systems and corresponding standard processes for all business functions during a period of business expansion via acquisitions and internal growth, responsible for a capital budget of \$75M. Specific achievements included:

- Coordinated business teams crossing all global business units to define, evolve, and then maintain business practices for core business functions, including accounting, manufacturing, distribution, and human resource management processes.

## VP IT & Business Applications Continued

- Managed global implementation of Oracle ERP system, achieving deployment in 18 independent factories over a period of 15 months, fully supporting finance, operations, and HR processes in JDSU factories in North America, Europe, and the Asia-Pacific region..
- Implementation of a global product data management system and corresponding business processes for new product development and engineering change management. System provides central repository for over 95% of JDSU intellectual property.
- Rollout of sales force automation & customer relationship management solutions to enable content and opportunity management, improve selling efficiency and support integration of global sales force.

### Director, eBusiness Solutions

NORTEL NETWORKS, Santa Clara CA, 1998-1999

Led global team of over 200 IT and business professionals in the development of strategies and implementation of technologies that created a best-in-class eBusiness experience for Nortel Networks customers and partners. Major locations for group included Santa Clara, Ottawa, Toronto, Boston, Raleigh-Durham, Miami, and London. Specific accomplishments included:

- Implementation of web-based configuration and ordering capability for products representing over 80% of Nortel Networks portfolio, supporting over \$9.6B in revenue for 40 distinct P&L driven business units.
- Responsible for control and management of eBusiness investment budget in excess of \$25M.
- Integration of former Bay Networks eBusiness team, and enhancement of website supporting over 20,000 web based product configurations valued at \$150M per month via tiered distribution channels for enterprise networking equipment.
- Definition and implementation of a technology strategy enabling web-interfaces to multiple Baan, SAP, and legacy ERP system environments across Nortel business units.

### Director, Global IT Strategy & Investment

NORTEL NETWORKS, Research Triangle Park NC, 1997-1998

Reporting to the CIO, responsible for the development of global information technology strategy, as well as associated financial and IT resource planning activities. Specific accomplishments included:

- In conjunction with senior IT management, developed corporate IT strategy following establishment of a unified information systems organization with 5000 employees and \$1B in annual spending in 1997.
- Implementation of investment analysis & financial modeling methods to forecast IT investment requirements across all business units, focused on Stern Stewart EVA approach to investment analysis.
- Responsible for maintaining and creating new relationships with key strategic partners and directly engaging CEOs and executives for major firms such as HP, Microsoft, Sun, Dell, and Oracle.
- Completed short-term assignment to perform financial analysis of Nortel Networks overall operating model as compared to world class network solution providers.

### Sr. Manager, Material Operations

NORTEL NETWORKS, Wireless Networks Division, RTP NC, 1996-1997

Responsible for \$500M revenue wireless network manufacturing material operations including the:

- Management of 75 analysts, engineers, and procurement specialists in execution of materials purchasing, scheduling, and labor planning, as well as process reengineering activity.
- Reduction of gross material inventory from 60 to 45 days in nine months while eliminating material shortages through implementation of demand flow technology (DFT) concepts and process reengineering associated with a Baan ERP deployment initiative.

### Manager, Computer Integrated Manufacturing and Test Engineering

NORTEL NETWORKS, Wireless Networks Division, RTP NC, 1995-1996

Joined start-up management team for launch of Nortel's GSM Wireless Networks division in North America, assembling team of engineers and analysts to implement RF test systems for digital cellular radios and base station hardware, control systems, and data collection infrastructure. *Team was named finalist for a 1997 international management science award for its factory automation work.*

## EXPERIENCE Continued

### **Sr. Research Engineer / Operations Research Analyst**

NORTEL NETWORKS, Carrier Networks Division, RTP, NC , 1992-1995

Applied mathematical modeling, computer simulation, and artificial intelligence to a variety of design, operations, and process control problems as an internal consultant to Nortel sites worldwide. Specific project work included design marginality analysis for printed circuit boards, implementation of expert systems for real-time product failure diagnosis and repair, mathematical optimization & financial analysis of inventory and logistics management processes, statistical analysis and experimental design applied to quality and reliability assurance initiatives.

### **Lecturer**

TEXAS A&M UNIVERSITY, College Station, TX, 1990-1991

Instructed coursework for undergraduate and graduate engineering students in applied mathematics and product quality/reliability assurance.

## EDUCATION

**Master of Science** in Industrial Engineering specializing in Operations Research, August 1991.  
Texas A&M University, College Station, TX

**Bachelor of Science** in Industrial Engineering, May 1990.  
Texas A&M University, College Station, TX

**Ph.D. studies, North Carolina State University, Raleigh, NC, Sept 1993-Aug 1996**

Completed via part-time study core coursework and research requirements for Ph.D. in Operations Research. Research focused in artificial intelligence and mathematical programming. Chose not to complete degree (examinations requiring one year of full-time residence to prepare) due to shift in long term career interest from academia to industry.

## AWARDS, INTERESTS, & ACTIVITIES

- Licensed Professional Engineer – State of North Carolina
- Member of Economic Development Advisory Committee – Government of Fujian Province, Peoples Republic of China, 2001-2003.
- Recipient of four U.S. Patents for control systems and optimization processes.
- Recipient of the 1998 Nortel Networks CEO's *Award of Excellence for Employee Value*
- Recipient of the 1998 Nortel Networks CIO's *Award of Excellence for Teamwork*
- Recipient of the 1997 Nortel Wireless Networks *Award of Excellence for Innovation*
- Awarded joint National Science Foundation grant for Statistics in Industry in conjunction with North Carolina State University, 1996-1998
- Finalist for the 1997 *Franz Edelman Award for Outstanding Achievement in Management Science*, sponsored by the Institute for Operations Research and Management Science, for implementation of real-time decision control systems for Nortel Wireless Networks.
- Reviewer for the *International Journal of Production Economics*, 1998.
- ASQ Certified Quality Engineer - 1993-1999
- Publications on topics in production economics, statistics, and artificial intelligence, in journals including *The International Journal of Systems Science, Technometrics, Applied Statistics, and Interfaces*.
- Numerous presentations on IT and business integration strategy to conferences in the U.S., Canada, and Europe since 1997, including several keynote addresses.

**DAVID VICTOR BROOME**

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**Professional Experience**

- 2004 - Present     **UNITED STATES MARINE CORPS**     **AL ANBAR PROVINCE, IRAQ/MIRAMAR MCAS, CA**  
Recalled Reserve officer scheduled for de-mobilization in September 2004.
- 2002 - Present     **FEDERAL AVIATION ADMINISTRATION**     **WASHINGTON, DC**  
**Deputy Assistant Administrator for Government and Industry Affairs**  
(b)(6) As an appointee of Bush Administration, served as the FAA Administrator's advisor and representative on matters concerning relations with the Congress, other governmental organizations, and aviation industry groups. After passage of the recent reauthorization, accepted short-term detail to the Western Pacific Region for environmental negotiations with the Department of the Interior and the National Park Service.
- Manage staff of 11 with a budget of \$1.3 million.
  - Provide counsel to the Administrator, Deputy Administrator, and other agency officials on the policies, actions, and positions of the Congress, State, and local government officials, and industry representatives.
  - Develop strategies involving these groups to enhance the safety, security, and accessibility of aviation.
- 1997 - 2002     **UNITED STATES SENATOR BILL FRIST**     **WASHINGTON, DC**  
**Senior Legislative Assistant**  
Served as the Senator's primary staff for his work on the Senate Commerce Committee. Responsible for numerous issue areas including aviation, defense, foreign relations, transportation, trade, and telecommunications. Acted as staff liaison with state and local governments, the private sector, and other congressional offices.
- Worked with the Senate leadership and Commerce Committee members and staff to develop significant reforms in the 1998 Federal Aviation Administration reauthorization regarding airport programs, slot rules, small community air service, and aviation security measures.
  - Drafted, introduced and negotiated numerous bills and amendments that ultimately were signed into public law, including several initiatives that had a direct effect on aviation policy and military readiness.
- 1995 - 1996     **Legislative Correspondent**  
Researched and composed correspondence in reply to constituent inquiries.
- Specifically responsible for drafting customized replies in policy areas including aviation, defense, foreign relations, transportation, trade, telecommunications, and commerce.
  - Assisted legislative staff in research and analysis of relevant legislation and preparation for hearings.
- 1994 - 1995     **UNITED STATES SENATE SERGEANT AT ARMS**     **WASHINGTON, DC**  
**Staff Assistant**  
Developed transition plan for incoming Senators after the 1994 elections. Assisted in security operations around the United States Senate chambers.
- 1994     **BILL BROCK FOR U.S. SENATE**     **ANNAPOLIS, MD**  
**Deputy Finance Director**  
Supervised direct-mail program as part of a finance team that raised more money than that of any Republican candidate in Maryland history. Coordinated PAC program with outside consultants. Responsibilities also included coordinating events, tracking and generating information for FEC reports.
- 1993 - 1994     **THE AMERICAN ENTERPRISE INSTITUTE**     **WASHINGTON, DC**  
**Research Assistant**  
Assisted the editorial staff of *The American Enterprise* magazine with research, copy editing, and general administrative duties.

**David Victor Broome**

**Military Experience**

1996 - present    **UNITED STATES MARINE CORPS RESERVE**    **NORFOLK, VA**

Forward deployed in Iraq for Operation Iraqi Freedom with the 3<sup>rd</sup> Marine Aircraft Wing. Primary embarkation and logistics officer for Marine Aircraft Group 16. Once on station, executed numerous rotary wing combat logistics missions.

Served as an intelligence officer at the Joint Forces Intelligence Command (JFIC). Analyzed, interpreted, and processed classified intelligence data from a variety of sources. Briefed senior military officers and civilian officials on the same. (b)(6)

1989 - 1995    **UNITED STATES AIR FORCE / AIR FORCE RESERVE**    **WASHINGTON, DC**

Served on active duty in the Presidential Honor Guard and as a Legislative Assistant in the office of the Secretary of the Air Force. In the Office of Legislative Liaison, coordinated and accompanied official travel with members of Congress. Coordinated, edited, and processed official Air Force replies to Senate, House of Representatives, and White House inquiries addressed to the Secretary of the Air Force.

**Education**    **The American University, B.A.**    **WASHINGTON, DC**

**IAN JOSEPH BRZEZINSKI**

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**EMPLOYMENT****Senior Professional Staff Member, Committee on Foreign Relations, United States Senate  
(February 2000 - Present)**

- Monitor, evaluate and report on political, military and economic developments in Europe and Russia
- Draft and implement legislative initiatives concerning U.S. foreign policy
- Draft speeches, articles, and briefing memoranda for Members of Congress
- Coordinate Committee relationships with officials of the U.S. and foreign governments

**Legislative Assistant for National Security Affairs, Office of Senator William V. Roth, Jr., United States Senate (February 1995 - February 2000)**

- Coordinated the activities of the Senate NATO Observer Group
- Served as the Secretary of the Senate Delegation to the NATO Parliamentary Assembly
- Assisted the establishment and coordination of the Senate NATO Observer Group

**Director for International Security Programs, The Council of Advisors to the Parliament of Ukraine, Kyiv, Ukraine (October 1993 - December 1994)**

- Advised and assisted Ukrainian parliamentarians on foreign and defense policy
- Served as the Executive Director of the CSIS American-Ukrainian Advisory Committee

**American Volunteer for Democracy - Ukraine (March 1993 - September 1993)**

- Resided in Kiev as a fellow of the International Institute on Global and Regional Security
- Lectured on American government, U.S. foreign policy & European security affairs

**Consultant, Office of the Principal Deputy Under Secretary of Defense (Strategy and Resources), The Pentagon, Washington, D.C. (September 1991 - March 1993)**

- Served as a member of the Policy Planning Staff
- Awarded the U.S. Department of Defense Award for Excellence

**Consultant, Strategic Policy Analysis Group, The Center for Naval Analyses, Alexandria VA (January 1991 - June 1992)**

- Directed CNA seminars on the U.S. Navy's roles and missions in the post-Cold War era

**Support Analyst/Information Assistant, National Security Council, The White House, Washington, D.C. (September 1986 - August 1987)**

- Assisted the NSC staff's oversight of US-Soviet scientific & cultural exchanges
- Received the NSC Meritorious Service Award

**EDUCATION****Masters of Public Administration, John F. Kennedy School of Government, Harvard University, Cambridge, MA (June 1989) 440401****Bachelor of Arts (Political Science), Williams College, Williamstown, MA (June 1986)****MILITARY SERVICE****U.S. Army Reserve (March 1990 - June 1998)**

- Most Recent Assignment: Executive Officer, C Co, 1Bn, 37th Regt, 80th Div
- Graduate of Airborne School, Officer Candidate School, Infantry Officer Basic Course

**PERSONAL**

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**Ian Joseph Brzezinski**  
Senior Professional Staff Member  
Senate Committee on Foreign Relations

Ian Brzezinski is a Senior Professional Staff Member of the Senate Committee on Foreign Relations. In this capacity, he advises the Chairman of the Committee, Senator Jesse Helms (R-NC), on matters concerning U.S. interests in Europe and Russia, including those pertaining to the North Atlantic Treaty Organization (NATO), the European Union, and the Organization on Security and Cooperation in Europe. He joined the Committee staff in February 2000.

Mr. Brzezinski's responsibilities concerning Europe and Russia include managing the Committee's confirmation of senior U.S. Government officials, ratification of treaties, and consideration of authorization legislation for U.S. foreign assistance and trade programs. He monitors and reports on developments in those regions and drafts legislation, speeches and articles for the Committee Chairman and other members of Congress. Mr. Brzezinski also serves as the Secretary of the U.S. Senate Delegation to the NATO Parliamentary Assembly.

Prior to joining the Committee Staff, Mr. Brzezinski served for five years as the Legislative Assistant for National Security Affairs to Senator William V. Roth, Jr. (R-DE). His portfolio of responsibilities consisted of defense policy and foreign affairs, including the Middle East, Africa, and Latin America. Mr. Brzezinski also coordinated the Senate NATO Observer Group chaired by Senator Roth.

During his six years with the United States Senate, Mr. Brzezinski has been a principal advisor to members of Congress on a variety of major national security issues including: the ratification of NATO membership for Poland, the Czech Republic, and Hungary (1998), the Chemical Weapons Convention (1997), revisions to the Conventional Forces Europe (CFE) treaty (1997); the revision of NATO's Strategic Concept; the European Union's emerging European Defense and Security Policy; the wars in the Balkans, including the deployment of U.S. forces to Bosnia-Herzegovina and Kosovo; and, the annual authorization and appropriations legislation governing the funding and structure of the departments of State and Defense.

Prior to working on Capitol Hill, Mr. Brzezinski was the Director for International Security Programs at The Council of Advisors to the Parliament of Ukraine in Kyiv (October 1993 - December 1994). While in Ukraine, Mr. Brzezinski was also the Executive Director of the CSIS American-Ukrainian Advisory Committee, a body of American and Ukrainian cabinet rank officials and senior business leaders committed to developing closer ties between their respective countries. Mr. Brzezinski moved to Kyiv in March 1993 as a National Forum Foundation American Volunteer for Democracy and resided as fellow at the International Institute on Global and Regional Security. There, he lectured on American government, US foreign policy, and European security affairs while conducting research on Polish-Ukrainian relations.

Ian Brzezinski was a member of the Policy Planning staff in the Office of Secretary of Defense (September 1991 - March 1993), a consultant to the Strategic Policy Analysis Group at The Center for Naval Analyses (January 1991-June 1992), and a Research Analyst/ Information Assistant at the National Security Council in the White House (September 1986 - August 1987).

Mr. Brzezinski has published extensively on European and Russian affairs, often in collaboration for members of Congress. These articles and opinion pieces have appeared in The Washington Post, The New York Times, The Wall Street Journal, The Washington Times, The National Interest, Survival, International Herald Tribune, and elsewhere. He has been a guest lecturer on U.S. foreign policy and the role of Congress at the National Defense University, the Foreign Service Institute, Council of Foreign Relations, Harvard University, American University among other institutes and universities in Europe and the United States.

Ian Brzezinski was born in New York City, New York on December 23, 1963. His education includes a Masters of Public Administration from the John F. Kennedy School of Government at Harvard University (June 1989) and a Bachelor of Arts from Williams College (June 1986). He served as an infantry officer in the United States Army Reserve, having completed Officer Candidate School, Airborne School, and the Infantry Officer Basic Course.

Mr. Brzezinski lives in Alexandria, Virginia with his wife, Virginia Flynn, and children, William and Sophie.

**Short Professional Biography of Ian J. Brzezinski**

- 2000 - Present      United States Senate Committee on Foreign Relations  
Senior Professional Staff Member
- 1995 - 2000      Office of Senator William V. Roth, Jr.  
Legislative Assistant for National Security Affairs
- 1993 - 1995      The Council of Advisors to the Parliament of Ukraine  
Director of International Security Programs
- 1991 - 1993      Office of the Secretary of Defense  
Staff Member, Office of Policy Planning
- 1991 - 1992      The Center for Naval Analysis  
Consultant, Strategic Policy Analysis Group
- 1989 - 1990      United States Army Reserve  
Basic Training, Officer Candidate School, Jump School, Infantry  
Officer Basic Course
- 1986 - 1987      The National Security Council, The White House  
Support Analyst/Information Assistant

A publications list and references are available upon request.

**Home Address**

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**Work Address**

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**Dr. Steven P. Bucci, Senior Executive Service  
Colonel, U.S. Army (retired), security clearance: TS-SCI**

**GOAL:** An executive leadership position with both managerial and substantive responsibilities consistent with experience in the highest levels of Government. Prefer to remain in the D.C. area, but will relocate. Strongly desire continued interface with security issues (military, intelligence, homeland defense), but will consider other fields.

**Executive Profile**

A proven leader at the executive level with superb credentials, and extensive operational experience, domestically and internationally, in both political and military contexts.

**Management:** Successfully commanded numerous organizations under the most stressful conditions of time and resource constraint as well as physical danger.

**Organization:** Masterful at assessing a current situation, determining the needs of the mission, and reorganizing for success.

**Planning:** A Meticulous planner with flexibility and agility; a finely honed sense of what needs to be done over the long haul for consistently superior results.

**Troubleshooting:** Particularly strong at **crisis management** and “fixing” organizations that are sub-optimal.

**Teaching and Mentoring:** Exceptional interpersonal skills; brings out the best in the workforce, and builds unity and cohesion.

**Leading Change:** Repeatedly successful in environments undergoing rapid and radical change. Helped manage the largest and most extensive transformation in DoD history.

**Contacts:** Extensive high level contacts within the U.S. Government and those doing business with the Government.

**Professional Experience**

**2005 to Present: Chief of Staff to Donald H. Rumsfeld, Sec of Defense**

Serving as the Staff Director of the Immediate Office of the Secretary of Defense. Responsible for managing all functions of the personal staff of the Secretary; scheduling, travel planning and execution, security, communication, protocol, and staff management. Controls and directs over 250 personnel, reports directly to the Secretary of Defense and interacts with him on a daily basis. For the last six years he has been involved in nearly all the critical actions, activities, and decisions impacting on U.S. National Security.

**2001-2005: Primary Personal Assistant to Donald H. Rumsfeld, Sec of Defense**

Assumed the duties of the Military Assistant to the Secretary on 1 July 2001, and served through the 9/11 attacks, and the War on Terrorism. Daily contact with the Secretary and attendance at all meetings. At the personal direction of the Secretary, he led a team to

Baghdad to assist the Coalition Provisional Authority in the six months leading to the transfer of sovereignty; serving as the Chief of Staff to the Deputy Administrator.

**1996-2001: Chief Executive, Intelligence/Diplomatic Operations**

As the Commanding Officer of the 3d Battalion of the 5<sup>th</sup> Special Forces Group, he led major operational deployments to eastern Africa, the Persian Gulf, and South Asia, including Operation Desert Thunder, one of the major operations designed to force Saddam Hussein's compliance to UN resolutions. Served as the Defense Attaché in Sarajevo, Bosnia, overseeing the transition of that troubled country to normalcy.

**1993-1996: Intelligence/Diplomatic Operations, Primary Military Representative**

The first Defense Attaché in Albania; he helped to open a country newly freed from 50 years of dictatorship. Helped the Albanians design a new Ministry of Defense, a Military Intelligence Service, and a Special Operations Command. Planned, coordinated and oversaw nine exercises and countless other high level activities, such as Cabinet level visits and the incorporation of Albania into the NATO Partnership for Peace Program.

**1988-1992: Master's Level Professor, Primary Staff Assistant**

Selected as Director of European Studies at the John F. Kennedy Special Warfare Center. Taught all instruction in Foreign Policy, International Relations Theory, and Development Studies for the Special Operations community. In the 7<sup>th</sup> Special Forces Group as the director for training and operations, and then the second in command of a Special Forces Battalion, he was involved in numerous counter drug and development deployments across Latin America.

**1977-1988**

Served in leadership positions in the 82<sup>nd</sup> Airborne Division and the 5<sup>th</sup> Special Forces Group. Acted as the director of training and readiness for a Basic Training brigade. Selected for the highly competitive Army Foreign Area Officer program, completed 2 years of graduate study, a year of intensive language training, and an extensive regional training/travel program in Greece, Turkey, Cyprus, Italy, Yugoslavia, and Bulgaria.

**Education**

**Academic**

Univ. of South Carolina, Ph.D., International Relations, 1987

Univ. of South Carolina, M.A, International Relations, 1986

U. S. Military Academy, B.S., National Security & Public Affairs, 1977.

**Professional**

U.S. Army War College, 1999

Hellenic Army War College (Thessaloniki, Greece), 1988

**Language** (fluent in the below languages)

Defense Language Institute (Monterey, CA) – Modern Greek, 1987

Defense Language Institute (Washington, DC) – Albanian, 1993

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## HOWARD L. BURRIS, Jr.

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### SUMMARY

Senior roles in business analysis and negotiation. Formative experiences in rapidly changing international and political setting in high stress situations.

Worked with diverse teams spanning multiple locations, organizations, languages and cultures. Managed complex approval and compliance processes with local, state, Federal and foreign governmental agencies.

Business planning and strategic development, cost modeling and estimating, and deal development. Strong ability to conceptualize novel approaches to difficult problems.

### PROFESSIONAL EXPERIENCE

#### *Asset Manager, Long Point Partners, LP*

Arranged permanent and interim real estate backed loans for highly controversial Subtitle D landfill. This municipal solid waste landfill was formally permitted by the TCEQ in the State of Texas on 2,980 acres in Fort Bend County. Loan commitment issued by commercial lender also utilized the US Department of Agriculture's Rural Development Program guaranty structure. Closing imminent.  
*Washington, DC. 2002 to present.*

#### *President & Chief Executive Officer, Scientific Measurement Systems, Inc.*

Managed restructuring of a publicly traded company as the Chief Executive Officer and interim CFO. Successfully negotiated repayment plan for all commercial creditors, major trade creditors, and General Electric Corporate Research & Development. Satisfied closeout obligations to Federal government (NIST under the terms of the firm's Advanced Technology Program obligations). Successfully negotiated restructuring of Export Import Bank guaranteed line of credit on international system sale to foreign auto manufacturer.

Negotiated engagement agreement and prepared offering memo with domestic and foreign investment bankers (Tucker Anthony and Mitsubishi Trust & Banking). Produced and delivered memo to 317 financial and strategic prospects in US, Europe and Japan. Made 27 presentations in US, Europe and Japan to financial and strategic prospects.

*Austin, Texas. 1997 - 2001.*

#### *Board of Directors, AMTT, Inc.*

Negotiated asset purchase of small industrial equipment re-builder in functional receivership for private partnership. Maintained fragile relationships with small oilfield customer base. Arranged financing for all real estate assets required by the company with very modest balance sheet strength.

Authored plan to increase equipment-remanufacturing sales 1,700% in six years to over 425 customers from formerly narrow customer base into international markets in transportation, aerospace, paper, steel, and autos. Negotiated lease/purchase of second plant to quadruple production capacity. Negotiated terms of environmental remediation of site with NYSE owner.

*Austin, Texas. 1990-1997.*

## HOWARD L. BURRIS, Jr.

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### ***Portfolio Manager, Real Estate Investments***

Arranged all commercial financing for assets in commercial office and residential real estate, as well as oil and gas properties. Provided oversight on tactical decisions for overall investment portfolio including 1,100 single and multi-family home sites and all project infrastructure. Negotiated, acquired, and sold approximately 1,400 acres for \$18 million in Austin area plus 201,500 SF commercial office leased to Northrop Corporation as part of IRS Code 1031(a) delayed property exchange. Arranged \$14,250,000 in permanent, fixed-rate financing for office building from New York based REIT.

Oversaw disposition of unwanted or problem assets. Concluded negotiations with U.S. Fish & Wildlife Service, City of Austin, and commercial lenders to sell all remaining acreage to complete federally mandated wildlife preserve. Arranged and closed sale of residual subdivision acreage to City of Austin as key component of 'Balcones Canyonlands Conservation Plan' habitat conservation area. Successfully applied and received first habitat mitigation plan in City of Austin under USF&WS Emergency Listing guidelines for Golden Cheeked Warbler, Black Capped Vireo.

Restructured bank financing and enhanced credit with four-year term loan. Assumed overall management control of subdivision at the bottom of collapsed local real estate market. Successful in making every monthly principal and interest payment(s) throughout four-year loan agreement throughout depth of Texas real estate crisis.

*Austin, Texas. 1981 - 1992.*

### ***Representative, Former Royal Family of Iran.***

Served as liaison and representative to His Imperial Majesty Mohammed Reza Shah Pahlavi on behalf of Her Imperial Highness Princess Shams Pahlavi and Her Imperial Majesty Tadj al Moluk during and after the fall of the Imperial government.

Through most of US Embassy hostage crisis, worked with the U.S. Department of State and U.S. security personnel, as well as with outside legal advisors, outside investment banking counsel and public relations firms. Arranged for initial legal representation against foreign government's hostile legal actions in U.S. state and federal courts. Assisted in discussions regarding host country arrangements for interim and permanent residency. Worked with legal counsel in Spain, France, the United Kingdom, and the United States. Coordinated communication among family members in Mexico, Panama, the Bahamas, Spain, the United Kingdom and France. Served as liaison to U.S. Department of State and attendant security detail, the Rockefeller Foundation, Kissinger Associates, and Rogers & Wells.

*Los Angeles 1978 - 1981.*

### ***Director of Planning, Bali Trading.***

Managed development plans and investment activities for Bali Trading in Teheran. With Dow Midcast Africa, Ltd. reviewed venture feasibility of investment proposals for senior management of Bali Trading. Coordinated international shipping and delivery logistics. Oversaw commercial bank and insurance relations in New York, London and Zurich for firm's chemical trading activities.

Developed and implemented emergency plan to dispose of company's industrial consumable and capital assets. Most notably, completed sale of two stainless steel chemical barges in Kuwait immediately prior to fall of government of Iran. Promoted from staff position in Bali Trading chemical import/trading department in 1975. *Teheran, Iran. 1974 - 1978.*

**HOWARD L. BURRIS, Jr.**

(b)(6)

**EDUCATION**

*Master of Business Administration, The University of Texas at Austin.*

Master's Thesis: Evolution in Business-to-Business Purchasing Patterns; Impact of Overnight Delivery, Bar Coded Shipments. Austin, Texas. 1982 - 1984.

*Bachelor of Arts in History, Princeton University.*

Undergraduate Thesis: American Involvement in the Development of Iranian Consortium Buying Agreement, 1953-1954. Princeton, New Jersey. 1968 - 1972.

**VOLUNTEER & PROFESSIONAL AFFILIATIONS**

- President, Austin Foreign Affairs Council, 1997
- Board Member, Austin Foreign Affairs Council, 1988 - 2000
- President, Princeton Alumni Association of Austin, 1995 - 2002
- Chair, Schools Committee, Princeton Alumni Association of Austin, 1989 - 1995
- Member, Princeton Alumni Council, 1989 - 2002
- Member KLRU Endowment Advisory Board, 1994 - 1996

**Paul W. Butler**

(b)(6)

**Experience**

Oct. 2002 – Present  
April 2003–Present

**United States Department of Defense  
Deputy Assistant Secretary of Defense  
SOLIC/Special Operations Program Support**

- Principal advisor to the Assistant Secretary of Defense (SO/LIC) for oversight of, and guidance for, all DoD policies and plans related to detainee operations in the Global War on Terrorism and for strategic Psychological Operations (PSYOP) activities in support of conventional forces, standalone PSYOP activities and tactical PSYOP in support of special operations and low intensity conflict activities.
- Represent the Office of the Secretary of Defense (OSD) on various working groups in the interagency arena and maintain active liaison with those agencies that have responsibility for national security policy as it relates to strategic PSYOP, support to public diplomacy and detainee operations.
- Represent OSD in negotiations with foreign government officials with respect to detainee operations.
- Advise the ASD (SO/LIC) on resource policy and execution issues associated with PSYOP and detainee operations.
- Promote an understanding of strategic PSYOP and public diplomacy issues and activities within the U.S. Government, in the military services, and among the academic and business communities, through active cooperation with appropriate agencies, organizations and institutions.

Oct. – March 2003

**Special Policy Advisor - Under Secretary of Defense for Policy**

- General policy advice on the Global War on Terrorism

May 1998–Oct. 2002

**Assistant United States Attorney  
Southern District of New York  
*Terrorism and Organized Crime Unit***

- One of four trial prosecutors in *United States v. Usama Bin Laden, et al (East Africa Embassy Bombing Trial)*. Delivered opening statement. Examined over 35 witnesses. Presented evidence on Kenya bombing.

**Paul W. Butler, page two**

- Member of prosecution team that indicted Usama Bin Laden, Ayman Zawahiri and 18 other al Qaeda associates in broad conspiracy to wage jihad against the United States.
- Seconded to Central Intelligence Agency-CounterTerrorism Center for nine months to review entire CIA files on al Qaeda and Usama Bin Laden.
- Department of Justice Distinguished Service Award 2002
- Central Intelligence Agency's Seal Medallion Award 2002
- Indicted and convicted 20 defendants in large RICO/murder investigation.
- Convictions in six week trial charging six defendants with RICO, conspiracy, mail, wire and bank fraud, including members of Luchese crime family.
- White Collar Crime and Advanced Criminal Trial Advocacy, DOJ National Advocacy Center

**1990-1998**

**Cabill Gordon & Reindel**

**Litigation Associate**

*1990-96, 98*

***New York Office***

- Extensive experience in First Amendment, commercial litigation with concentration on antitrust and securities, criminal antitrust and corporate internal investigations
- Trial experience including second-chair to Floyd Abrams in seven week libel trial
- Represented several clients in criminal antitrust investigations
- Defended accounting firms and investment banks in securities fraud cases

*1996-97*

***Washington, D.C. Office***

- Litigation and counseling in international business law, criminal and civil litigation
- Senior associate on large team representing client in marine construction industry in international criminal antitrust, securities and Foreign Corrupt Practices investigation. Traveled internationally, including to Middle East, to conduct internal investigation to satisfy Department of Justice, Antitrust Amnesty program.

Paul W. Butler, page three

- 1988-1990      **Honorable Louis C. Bechtle, Chief Judge**  
**United States District Court, Eastern District of Pennsylvania**  
**Law Clerk**
- In addition to normal clerk duties, accompanied Chief Judge Bechtle as sole law clerk on inter-circuit assignment for two month criminal trial in *United States v. Robert Aguilar* (RICO indictment of sitting federal judge in N.D.Ca)

- Fall 1996      **Chief Judge Edward Re, United States Court of International Trade (sitting by designation on Second Circuit Court of Appeals), Student Law Clerk**

- 1984-1985      **Federal Reserve Bank of New York**
- Assistant to the Vice President with oversight of member reserve accounts

### Education

- 1996-1997      **The Paul H. Nitze School of Advanced International Studies**  
**The Johns Hopkins University**
- M.A. (pending language exam) in American Foreign Policy and International Economics
  - Graduated with Distinction, 3.8 GPA

- Summer 1996      **The Hague Academy of International Law**
- Certificate in International Law. Courses in advanced international law, international litigation procedure, international trade law and law of United Nations

- 1985-1988      **St. John's University School of Law**
- Law Review. 10<sup>th</sup> Percentile. Dean's List.
  - St. Thomas More Institute of Legal Research Scholarship
  - Best Brief, 1987 Jessup International Law Moot Court (Eastern regionals)
  - AmJur Award in International Business Transactions

- Summer 1986      **Trinity College School of Law, Dublin, Ireland**
- 4.0 GPA in International Law, European Community Law, Comparative Civil Liberties

**Paul W. Butler, page four**

**1982-1984**

**University at Albany, New York**

- M.A. American History. B.A. History and English
- Cum Laude. Dean's List
- Varsity Football

**1979-1981**

**Villanova University**

- History major.
- Division IA Varsity Football (transferred when school discontinued football program).

**Publications**

**Butler & Gregory**

"A Not So Distant Mirror: Federalism and the Role of Natural Law in the United States, Republic of Ireland and European Community." 25 VANDERBILT JOURNAL TRANSNATIONAL LAW 429 (1992)

**Comment**

*"In re Providence Journal: Defining the Collateral Bar Rule under the First Amendment."* 61 ST. JOHN'S LAW REVIEW 311 (1988)

**Admissions**

United States Supreme Court and Federal and State courts in new York and Pennsylvania

Member, Bar Association of the City of New York-Committee on International Security Affairs

Member, Federal Bar Council

**Robert J. Butler**

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**OBJECTIVE:** Senior executive position in the national security community or related private sector

**CURRENT POSITION:** Operations Director, North American Public Sector, Computer Sciences Corporation (CSC)  
San Antonio, Texas

**SUMMARY:** Over twenty-nine years of DoD leadership experience in a variety of intelligence, national security and information technology positions in the United States and Europe. DoD senior executive, National Defense Fellow at Georgetown University and Air Force Fellow at RAND.

**ACCOMPLISHMENTS**

<b>Leading People</b>	<ul style="list-style-type: none"><li>■ Led over 2000 persons at the Medina Regional Security Operations Center, a global intelligence activity with a 4-service, multi-national team and a multi-million dollar budget.</li><li>■ Served as Director of Intelligence (J2) for US Transportation Command's global mobility mission during Operations Enduring Freedom and Iraqi Freedom; directed \$17M budget and over 300 intelligence personnel including command's joint intelligence center.</li><li>■ Also previously led over 100-persons intelligence squadron in Key West and 90-persons information operations (IO) activity in San Antonio, Texas – first-ever Air Force IO unit.</li></ul>
<b>Leading Change</b>	<ul style="list-style-type: none"><li>■ Led transformation of largest NSA field operation in the United States to best enable the nation's fight in the Global War On Terrorism; results include the successful reprogramming of \$350M to ensure future growth and mission sustainment.</li><li>■ Designed &amp; executed roadmap for transforming intelligence to meet strategic mobility needs in the post-9/11 world, integrating commercial carrier and interagency sources.</li><li>■ Pioneered Office of Secretary of Defense (OSD) participation in interagency IO activity.</li><li>■ Developed roadmap to ensure successful stand-up of first "Cyberwatch" function in DoD.</li><li>■ At Key West, successfully developed and executed unit closure and activity transition plan.</li></ul>
<b>Business Acumen</b>	<ul style="list-style-type: none"><li>■ As commander of 4 different organizations, successfully adopted best business practices to significantly increase intelligence production and proficiency while reducing costs through organizational adaptations, technology enhancements and implementing new processes.</li><li>■ Level II-certified member of Air Force's Acquisition Professional Development Program.</li><li>■ Led all IT engineering activity for major DoD intelligence systems acquisition in Europe.</li></ul>
<b>Building Coalitions/Teams</b>	<p>Successfully built &amp; led Air Force, joint, interagency, public/private sector and combined teams.</p> <ul style="list-style-type: none"><li>■ Stood up first-ever intelligence infrastructure acquisition groups for multi-billion dollar weapon system programs; crafted HQ AF-approved intel plans for JSTARS, F-22 &amp; B-2.</li><li>■ Developed multiple communities of interest with NSA, NRO, DIA, NIMA and other defense agencies to better intelligence support for DoD and national customers.</li><li>■ Co-chaired interagency group to develop USG &amp; UN position on "cyber-arms control".</li><li>■ As senior intelligence officer for Transportation Command, developed transportation security information sharing program with commercial carriers and government agencies.</li><li>■ Strengthened UK &amp; Canadian partnerships to best enable support for US national security.</li></ul>
<b>Results Driven/Examples</b>	<ul style="list-style-type: none"><li>■ Development and acceptance of plan for future NSA-Texas center of excellence;</li><li>■ Orchestration of intelligence support for largest airlift insertion since World War II;</li><li>■ Successful USG &amp; international coordination of DoD position on cyber-arms control;</li><li>■ Stand-up of the first IO unit in the Air Force and implementation of first comprehensive DoD intelligence infrastructure planning process for weapon systems development.</li></ul>

**RECENT  
WORK  
HISTORY**

Associate Director, Joint Information Operations Warfare Command Lackland Air Force Base, TX	2005-2007
Commander, Medina Regional Security Operations Center and 543 <sup>rd</sup> Intelligence Group, Lackland Air Force Base, TX	2003-2005
Director of Intelligence U.S. Transportation Command, Scott Air Force Base, IL	2001-2003
Commander, Joint Intelligence Center – Transportation U.S. Transportation Command, Scott Air Force Base, TX	2000-2001
Assistant for Command, Control, Communications & Intelligence Office of the Under Secretary of Defense (Policy), Pentagon, VA	1998-2000
National Defense Fellow Institute for the Study of Diplomacy, School of Foreign Service Georgetown University, Washington, DC	1997-1998
Commander Detachment 1, Intelligence Systems Group, Kelly Air Force Base, TX.	1996-1997
Commander 23 <sup>rd</sup> Intelligence Squadron, Naval Air Station Key West, FL	1994-1996

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**EDUCATION**

Master of Business Administration, University of Maryland, MD  
Bachelor of Science (Computer Information Systems with minor in Spanish), Manhattan  
College, NY

**ARTICLES**

*The Air Traffic Control Initiative: A Case Study in United States Decision-Making and  
US-China Relations*, Institute for the Study of Diplomacy, Georgetown University, July 2001.  
  
*DoD's Use of Information Technology and Applicable Lessons for the State  
Department in the Information Age*, The Henry L. Stimson Center, March 1998.

**AWARDS**

Defense Superior Service Medal (three awards)  
Defense Intelligence Agency Director's Award  
United States Coast Guard Meritorious Unit Commendation (first award to Air Force  
intelligence unit)

# Phillip Carter

(b)(6)

## Experience

- 2004 – 2008  
(minus leaves)      **Associate, McKenna Long & Aldridge LLP**  
Practice government contracts, international and national security law, representing clients in the defense and aerospace sector; participated in the Princeton University working group on private military contractors; authored amicus curiae brief on behalf of military law scholars in *Hamdan v. Rumsfeld*.
- July – Nov 2008      **National Veterans Director, Obama for America**  
Planned, coordinated and supervised field and political outreach to veterans and military families for the Obama campaign; developed campaign policy and communications documents on military and veterans issues; served on defense policy and veterans policy committees.
- 2002 – 2008      **Contributor, Slate.com and Washingtonpost.com**  
Contributed articles on law and national security to *Slate*; edited *Slate* magazine's *Convictions* legal blog; published articles in the *New York Times*, *Los Angeles Times*, *Washington Monthly*, and other publications; also wrote the "Intel Dump" online column and blog for the *Washington Post's* website
- Fall 2003      **Extern, United States Attorney's Office, Los Angeles**  
Prosecuted minor criminal cases in federal court; supported attorneys and staff with legal research and trial preparation.
- 2003 – 2004      **University Teaching Fellow, University of California, Los Angeles**  
Developed and taught an undergraduate honors seminar on American Law & Terrorism as part of a select program for doctoral candidates at UCLA.
- 2002 – 2004      **Graduate Research Assistant, University of California, Los Angeles**  
Assisted with the development and publication of the casebook "Anti-Terrorism & Criminal Enforcement" with Prof. Norm Abrams; worked with Prof. Richard Steinberg on national security law issues.
- 1997 – 2006      **Captain, United States Army**  
Served in numerous command and staff positions of increasing responsibility during a nine-year active and reserve career in the Army, including:  
- Operations Officer, Police Transition and Governance Task Force, 101<sup>st</sup> Airborne Div., Iraq (2005-2006)  
- Civil Affairs Team Leader, 426<sup>th</sup> Civil Affairs Bn., Upland, Calif. (2003)  
- Operations Planner, California Army National Guard (2001-2003)  
- Observer-Controller, National Training Center, Fort Irwin, Calif. (2001)  
- Anti-Terrorism Officer, 4<sup>th</sup> Infantry Div., Fort Hood, Texas (2000-2001)  
- Military Police Platoon Leader, Fort Hood, Texas (1999-2000)  
- Military Police Platoon Leader, Camp Casey, Korea (1998-1999)  
- Recruiter, UCLA Army ROTC detachment (1997)

**Phillip Carter**  
**Curriculum Vitae – Page Two**

**Selected Publications**

- “Raising Our Guard: Restoring the Readiness of America’s Guard and Reserves,” Progressive Policy Institute white paper, November 14, 2007.
- “Extraordinary Acts of Valor,” *Los Angeles Times*, Op-Ed Page, Nov. 11, 2006
- “Waging War, One Police Precinct at a Time,” *N.Y. Times*, Op-Ed Page, Oct. 15, 2006
- “Dispatches: One Soldier Goes to War,” *Slate*, October 25-27, 2005
- “How the Front Lines Came to the Rear,” *N.Y. Times*, Op-Ed Page, Dec. 12, 2004
- “The Road to Abu Ghraib,” *Washington Monthly*, Nov. 2004

**Selected Presentations**

- “Iraq: Stability Operations and Redeployment,” Loyola Law School Symposium, Apr. 4, 2008
- “Manpower, Force Structure and Contractors on the Battlefield,” NYU Law School Symposium on Privatizing Defense, April 3, 2008
- “Duty, Honor, Country: Ethics and Loyalties Among Military Professionals,” presentation and panel discussion, American Philosophy Association legal section, December 27, 2007
- Counterinsurgency and the Rule of Law in Iraq,” presentation to the American Board of Trial Advocates, Los Angeles chapter, November 2007
- “Private Military Contractors and the Law,” RAND Global Security, Terrorism and Law Conference, October 20, 2006

- 
- Education:** J.D. UCLA School of Law, 2004  
B.A., Political Science, *cum laude*, UCLA, 1997
- Memberships** Founding Member, Iraq & Afghanistan Veterans of America  
Member, Association of the United States Army  
Life Member, Veterans of Foreign Wars of the United States  
Member, Veterans Advisory Council, Jericho Project
- Selected Honors:** Military Awards: Bronze Star Medal, Army Commendation (3), Army Achievement Medal (2), Iraq Campaign Medal, Korean Defense Service Medal, National Defense Service Medal, Combat Action Badge
- 2006 Online News Association award for best enterprise reporting: “What is torture?” series in *Slate*, May 2005 (co-authored with Dahlia Lithwick and Emily Bazelon)
- 1996 Truman Scholar



## **Vice Admiral Arthur K. Cebrowski** **United States Navy**

Vice Admiral Cebrowski, a native of Hasbrouck Heights, New Jersey became the 47th President, Naval War College in July 1998. He had previously served as Director, Navy Space, Information Warfare, Command and Control (N6).

Vice Admiral Cebrowski has commanded Fighter Squadron 41 and Carrier Air Wing EIGHT, both embarked in USS NIMITZ (CVN 68). He later commanded the assault ship USS GUAM (LPH 9). During Operation Desert Storm, he commanded the aircraft carrier USS MIDWAY (CV41). Following promotion to flag rank, he became Commander, Carrier Group SIX and Commander, AMERICA Battle Group.

In addition to combat deployments to Vietnam and the Persian Gulf, he has deployed in support of United Nations operations in Iraq, Somalia and Bosnia. He has flown multiple aircraft, principally fighters, from several aircraft carriers and deployed to all ocean areas.

His tours of duty have included service with the US Air Force; the staff of Commander-in-Chief, Atlantic Fleet; the staff of the Chief of Naval Operations on four occasions; and with the Joint Staff as the J6.

Vice Admiral Cebrowski holds a Bachelor of Science degree in Mathematics from Villanova University and a Master of Science Degree in Computer Systems Management from the Naval Postgraduate School, Monterey, CA. He has been a member of the CNO's Strategic Studies Group and a Federal Executive Fellow at the Council on Foreign Relations.

His personal decorations include the Defense Distinguished Service Medal, the Distinguished Service Medal, five awards of the Legion of Merit, Bronze Star, two Meritorious Service Medals, ten Air Medals, and two Navy Commendation Medals with Combat "V". He is also the 1991 winner of the John Paul Jones Award for Inspirational Leadership.

Also see [Admiral Cebrowski's Speeches and Presentations](#).

## LISA MARIE CHENEY

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### EXPERIENCE

*President, PSMA, Inc., Alexandria, Virginia.  
January 1994 - Present*

My company provides strategy development and government relations services for private defense industry. Congressional services include: advocacy, analysis, fact sheet publication, media relations, Member and staff briefs, budget impact analysis, geographic and Member vote analysis, analysis and summary of CBO, CRS, GAO, and think tank reports, and legislative strategy development for specified programs within the Department of Defense, federal government agencies and private industry. Business development services include: grassroots support projects, public affairs initiatives, foreign market research, and company acquisition analysis. Expert knowledge and understanding of the Congressional process, from budget submission to the signing of Public Law, and DoD POM budgeting and acquisition practices. Responsibilities include: contract management, budget analysis, development and presentation of weekly project strategy briefings, composition of white papers, fact sheets, year-end program summaries, congressional database management and Congressional Member and staff interface. Personal expertise involves cultivation, and maintenance, of an extensive network of bipartisan contacts on Capitol Hill, within the Department of Defense, other federal agencies and private industry, to provide timely intelligence/action on pending program/policy legislation. Program areas of expertise within the Air Force include: strategic systems, bombers, fighters, satellite systems, next generation strategic systems, guidance and propulsion programs, military space programs, and arms control policy. Program areas of expertise with MDA include: GBI, Kinetic Kill Vehicle technology, sea based missile defense—Standard Missile Bloc III and IV, Aegis, ABL, SBL, ARROW, THAAD, PAC-3, THEL, Boost Phase Intercept, and radar technology. As President of PSMA, Inc., responsibilities include marketing, budget and time management, payroll, bookkeeping, and business development. Client list includes: NDIA Missile Defense Group, Analytical Services Corporation (ANSER), Jet Propulsion Laboratory, MDA, the Air Force, the ICBM associate contractors, Aero Thermo Technology Inc, Boeing, Lockheed Martin, TRW, Honeywell, UTC, ATK Thiokol, GTE, Draper Lab, Atlantic Research, Alliant Tech, Raytheon, Northrop Grumman, Orbital Sciences Corp., and Teledyne Brown. (b)(6)

*Congressional Candidate VA-8 2004, 3213 Duke Street, Alexandria, VA 22314  
March 2003 – November 2004*

I was nominated to be the Republican Congressional candidate in a May 2004 convention. In a field of four candidates, I won the nomination on the first ballot with over 57% of the vote. I challenged the Democrat, fourteen year incumbent, Jim Moran (D-VA). I engaged Mr. Moran in over 27 debates from September through October 31<sup>st</sup>. I built a very strong and organized grassroots effort in Northern Virginia. Responsibilities included: fundraising; strategy development; message formation and delivery; live television and print media interviews; issue paper preparation and distribution; direct mail copy, Op Ed, and press release publication; participation in telephone town hall meetings; grassroots constituent interface; and coordination of national, state and local party organization to benefit my race and President Bush. In a district demographically gerrymandered to be 70+% Democrat, I was able to receive over 107,000 votes, the largest number ever for a Republican candidate in this district. I kept the 14 year incumbent, who serves on the Appropriations Committee, under 60 percent. I ended the campaign with zero campaign debt.

*Lead Advance-Dole Kemp 1996, 801 First Street, Washington, D.C.  
August 1996 - November 1996*

Lead advance for Vice Presidential candidate Jack Kemp. Responsibilities included overall management and coordination of the following duties: logistical and security arrangements for both Republican presidential and vice presidential candidate visits to cities across the United States, oversight of airport arrivals and departures, organization and management of event sites, media relations/coverage, knowledge of staging and lighting specifications, motorcade acquisition and movements, and volunteer coordination and deployment. Responsible for managing event budgets, time lines, volunteers and four person traveling staff. Job also required ability to negotiate with local vendors to acquire products and services necessary to organize events. Position required direct contact with the candidates and their senior staff, as well as local and state VIPs on a daily basis, to include State Republican Executive Directors, Governors, Senators, Representatives, local candidates, local law enforcement and The Secret Service. A key component of the position was knowledge of the issues and an ability to work well with all people. Exceptional detailed organizational skills were required as events were planned and executed within 48-hour intervals. Disciplined work ethic and commitment utilized in working 20 hour days in high stress environment. Commended by colleagues, senior campaign staff and Senator Bob Dole and Secretary Jack Kemp personally as a very professional team leader with strong communication skills and the ability to get the job done, on budget, with exceptional results.

***Vice President- Technology Investment, Commonwealth Capital Inc.  
Alexandria, Virginia January 1994 - August 1994***

Provide management and oversight services of staff, company budgets, business development, marketing strategies, and corporate networking. Position required strict attention to detail and various degrees of contract negotiation. Responsibilities included preparation and presentation of Fee Agreements, executive review of corporate business plans, composition of concise reports for potential investors, ability to prepare cash flow projections, provide market due diligence on technology projects, and maintain and expand a wide network of contacts in the public and private finance and industry communities. Cited by colleagues and clients as a progressive self-starter with a quality management style.

***Senior Legislative Specialist/Program Manager, The Harris Group, Inc. Reston, Virginia March 1990 - January 1994***

Administered all legislative activities for a large aerospace associates group contract, The Space Station Associates. As program manager, supervised all aspects of contract management, including staff time management and contract budgeting. Monitored all aspects of the Congressional process affecting the goals and strategies of clients. Initiated and organized staff projects to include fact sheets, floor speeches, white papers, and legislative strategy briefings. Tracked and analyzed legislation using on-line services, (LEGI-SLATE, CQ, LEXIS) evaluated reports such as CRS, CBO, GAO, the Federal Register, and the Congressional Record. Established and maintained liaisons with Capitol Hill staffers, federal agencies, and The White House. Developed and maintained a Paradox database containing comments made by Members of Congress and the Executive Branch. The database also contained voting records and geographic vote analysis. Assembled an annual congressional overview of the Space Station program, which contained congressional language, Public Law, funding tracks, congressional hearing summaries, and vote analysis. Furnished clients with comprehensive data, through strategy briefings, outlining recommended methods to improve Congressional interface.

**ADDITIONAL EXPERIENCE**

1992 & 1996 ***Floor Coordinator and Volunteer Supervisor, Republican National Convention, Houston Texas, and San Diego California***

- \* Trained and organized all volunteer activities
- \* Assisted in the establishment and execution of volunteer schedules and needs
- \* Set-up and oversaw RGA, House Republican and Senate Republican Convention Suites
- \* Worked with local vendors to set up communications and VIP suites
- \* Coordinated and oversaw all volunteer activities throughout the convention

1990-91 ***Campaign Manager, Peter Straub, Republican for City Council, Alexandria, VA.***

- \* Developed the campaign platform, prepared all policy papers, speeches, and news clips
- \* Managed and supervised the candidates activities and events schedule
- \* Organized and assisted in all volunteer activities, coordinated all mailings
- \* Maintained all records on campaign contributions

1990 ***Research Associate, French and Associates, Washington, D.C.***

- \* Researched and documented fundraising and philanthropic trends for the 1990's
- \* Assisted in development of marketing strategies for a public speakers forum
- \* Organized the company strategy to implement a worldwide association research center
- \* Involved in the establishment of fundraising strategies for national associations

1988-89 ***Events Coordinator/Advance, Bush/Quayle Campaign 1988, Chicago, Illinois and Washington, D.C.***

- \* Pre-briefed Vice Presidential candidate concerning issues and audience make-up before all Chicago events
- \* Arranged detailed itinerary and schedule for Presidential and Vice Presidential candidates visits to Chicago
- \* Worked with Chicago city officials to organize motorcade logistics and road closings
- \* Assisted in planning and coordination of Inaugural events and ticketing in Washington, D.C.
- \* Hired by Mr. W. Clement Stone to plan and assist his family during Inaugural events

1987-88 ***Internship, Congressman William O. Lipinski Washington, D.C.***

***(Member office chosen by Dean of GWU Political Science Department)***

- \* Researched immigration, banking, credit card interest rates, and health care issues
- \* Assisted in the research, preparation and delivery of two bills, which became law
- \* Prepared analytic summaries of legislation for Mr. Lipinski and his constituents
- \* Maintained constituent correspondence concerning various issue areas

**EDUCATION** B.A., Political Science, The George Washington University, 1988  
Republican National Committee Campaign School, Virginia, 1991  
Masters Certificate, National Security/Intelligence, Institute for World Politics, Boston University, 1998  
M.A., Statecraft and National Security Affairs, Institute for World Politics, 2002, GPA 3.8

**HONORS & ACHIEVEMENTS** Academic Scholarship The George Washington University

**ACTIVITIES & INTERESTS**

Elected Delegate at Large for 2004 Republican National Convention in NYC  
Certified Trained Member Alexandria Citizens Emergency Response Team  
Member - The Capitol Hill Club, since 1994  
Contributing Member – RNC 1989 - present  
Appointed Virginia Delegate - Republican State Convention, 1993, 94, 96  
Founding member of the Potomac Pachyderm Club, Alexandria VA, 1993  
Elected member of the Alexandria Republican City Committee, 1991-92, 2001-present  
Opposition Research volunteer, Bush/Quayle 1992, Washington, D.C.  
Charter Member - Patriot Republican Women's Club  
Member - Alexandria Young Republicans 1990 – 1991, 2003 - present  
Member - Republican Commonwealth Women's Club  
Member - AIAA  
Member - National Association of Female Executives  
Member – Women in Defense  
Volunteer George Allen for Governor, and George Allen for Senate  
Volunteer John Warner for Senate  
Volunteer Bill Cleveland for Alexandria City Council and Mayor

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Lisa Marie Chenev

(b)(6)

**Salary History**

**President, Government Relations Specialist (1994-present)**

PSMA, Inc. Alexandria, VA 22304

Current annual salary (b)(6)

Beginning annual salary (b)(6)

**Vice President Technology Investment (January 1994 – August 1994)**

Commonwealth Capital, Inc., Alexandria, VA 22314

Ending salary (b)(6)

Beginning salary (b)(6)

**Senior Legislative Specialist/Program Manager (March 1990 – January 1994)**

The Harris Group, Inc. Reston, VA

Ending salary (b)(6)

Beginning salary (b)(6)

**Daniel Y. Chiu, Ph.D.**

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## Professional Profile

Two decades of experience in international security studies and as a national security analyst for the US Department of Defense (DoD). Emphasis on solving complex problems through rigorous analysis and strategic planning for implementing solutions and risk management. Also expertise on nuclear weapons strategy and policy as well as red teaming in DoD. Extensive experience in program, project, and personnel management. Significant interactions with senior officials in the US government, including the Department of Defense, State Department, Department of Homeland Security, National Security Council, and military services.

## Professional Experience

### Obama for America

#### **Member, Defense Strategy and Policy Team**

August 2008 to November 2008

- Worked with Jim Ludes and Peter Singer to provide the Obama Campaign with positions and talking points on key defense strategy and policy issues during the 2008 Presidential Campaign.

### Institute for Defense Analyses – Alexandria, VA

#### **Study Team Leader, Joint Advanced Warfighting Division**

April 2007 to Present

- Leading a major study on balancing US military capabilities for future challenges to national security using a “multiple futures” approach and featuring a methodology for strategic planning across alternative futures as well as for balancing long-term plans with near-term requirements for DoD. The study is collaboratively sponsored by OSD/Policy, OSD/AT&L, the Joint Staff, and JFCOM.
- Leading tasks for the Strategy, Forces, and Requirements Division on developing *Defense Planning Scenarios* in support of OSD/Policy Planning for use in DoD’s *Joint Analytic Agenda*.

### Center for Strategic and International Studies – Washington, DC

#### **Project on Nuclear Issues**

January 2004 to Present

- Steering Board Member and Senior Mentor to young professionals in a network of nuclear experts.

### Defense Science Board. – Washington, DC

#### **Special Government Employee**

January 2007 to December 2007

- Member of the Nuclear Proliferation Panel on the 2007 Summer Study.

### Hicks & Associates, Inc. – Arlington, VA

#### **Senior Director, Strategic Planning & Analysis**

March 2004 to April 2007

- Led tasks to support development of *Next Generation Defense Planning Scenarios*, including the *Steady State Security Posture* and *Integrated Security Posture* for the DASD/R&P.
- Led studies on improving strategic warning for USD/Intelligence & Office of Force Transformation.
- Red Team Leader for DART assessments of US Strategic Command’s *Strategic Deterrence Assessment Lab* and the Joint Staff’s *Deterrence Operations Joint Operating Concept*.
- Conducted assessments for OSD/R&P, CENTCOM, and DARPA.
- Conducted analysis to develop *Operational Risk Management Framework* for the DUSD/Readiness and Director, Readiness Programming & Assessment.

*Letter of thanks and commendation from General James E. Cartwright (CDR, USSTRATCOM).*

**DFI International – Washington, DC**

**Senior Associate, WMD Studies**

September 2000 to February 2004

- Principal investigator for projects on deterrence, nuclear strategy, and WMD proliferation.
- Manager for multi-year, multi-million dollar contract with the Defense Threat Reduction Agency.
- Supported DASD/Strategy on the DoD Strategic Review, 2001 QDR, and the first TSC Guidance.
- Conducted innovative war games for the Office of Net Assessment to explore alternative futures with implications for nuclear strategy, force structure, and posture.

**Center for Naval Analyses – Alexandria, VA**

**Strategy & Policy Analyst**

June 1990 to May 1995

- Managed projects on deterrence and security in the Asia-Pacific region primarily for CINCPACFLT, USMC Strategy and Plans Office, and the DCNO/ Plans, Policy, and Operations.
- Supported CNA's reconstruction/analysis of data from *OPERATION DESERT SHIELD/STORM*.
- Conducted analysis of DoN PPBS methodologies for the DCNO/Resources, Warfare Requirements, and Assessments.

**Academic Experience**

**George Mason University – Arlington, VA**

**Adjunct Professor, School of Public Policy**

August 2005 to August 2006

Taught a required, graduate-level course on methodology and methods for research and analysis in public policy to M.A. and Ph.D. candidates. This included instruction on qualitative and quantitative methods as well as decision and organizational analysis.

**Johns Hopkins University – Washington, DC**

**Teaching & Research Associate, School of Advanced International Studies**

June 1995 to June 2000

Lectured and conducted seminars for courses in international relations, including: *Introduction to International Relations Theory*, *Contemporary Theories in International Relations*, *Alliances in Theory and Practice*, and *Southeast Asian Politics*. Also, conducted research on the relationship between military alliances and the incidence/magnitude of war in international systems.

**Johns Hopkins University – Baltimore, MD**

**Ph.D. in International Relations, 2000**

Sub-specializations in China Studies, American Foreign Policy, and Quantitative Methods.

**Johns Hopkins School of Advanced International Studies – Washington, DC**

**M.A. in International Relations & Economics, 1990**

Specialization in International Security Studies and Asian Studies.

**McGill University – Montreal, Quebec, Canada**

**B.A. in Political Science, 1988**

Full Honors with a specialization in International Relations and East Asian Studies.

(b)(6)

**Memberships:**

- Military Operations Research Society – Received Award for Excellence (2006)

*References and a list of publications available upon request.*

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## **JAMES CLAD**

**National Defense University, Washington DC (September 2004 –present)**

***Professor***, Near East South Asia Center for Strategic Studies

- Concentrations: South Asia; Iraq and Afghanistan; energy and border disputes.
- Maintaining previous academic concentration on South Asia.
- Frequent official travel to Near East and Asia
- Private sector consulting and Smith Richardson Foundation grantee.
- Faculty director for NDU-funded 'Regional Network of Strategic Studies Centers' grouping thought-leaders from the NESAs (Morocco to Bangladesh) region.

**Overseas Private Investment Corporation, Washington DC (Sept 2003-August 2004)**

***Senior Counselor and Director for Middle Eastern Affairs.***

- Leveraging foreign investment into Iraq with underwriting and political risk insurance in the oil sector, hotels, telecom and other infrastructure (authorized Iraq exposure: \$1.5 billion).
- Working and traveling in Iraq, Middle East and Caucasus; periodic Baghdad residence.
- Cultivation of Iraqi and Middle Eastern regional and émigré business families and clans.
- Detailed to Office of the Secretary of Defense after April 2004 as a *Private Sector Adviser* in the Secretary's 'Afghan Reachback Office'.

**The White House, Qatar and CPA/Baghdad (March-June 2003).**

***Detailee*** to White House Office of Global Communication.

- Advised on Iraq policy's impact on Arab and pan-Islamic opinion.

**Agency for International Development, Washington, DC (Apr 2002-Feb 2003)**

***Senior Counselor***, Bureau for Policy and Program Coordination.

- Helped craft policy for \$15 billion U.S. foreign aid budget.
- Participated in pan-Islamic and counter-terrorism interagency policy reviews.
- Worked to leverage Australian, British, German and Japanese aid funding to reinforce common security goals in Afghanistan, Indonesia, Iraq, Pakistan and Sudan.
- Extensive Middle East and Asia official travel.

**Georgetown University, School of Foreign Service, Washington, DC (1995-2002)**

***Professor of South and Southeast Asian Studies.***

- Raised corporate funding for academic and congressional outreach seminars.
- Taught graduate and undergraduate courses in political economy and international relations.
- Presented congressional testimony, wrote policy papers, scholarly publications and books.
- Led international conferences with senior (foreign and US domestic) political participation
- Taught annual Wharton Business School series on Asian capitalism during these years.

**Cambridge Energy Research Associates, Washington, DC and Cambridge (1997-2002)**

***Director/Asia Pacific Energy.***

- Briefed clients (over 1,000 foreign and U.S. firms) on Asia Pacific energy and risk issues.
- Managed research staff, conducted site visits and provided expert testimony.
- Wrote frequent special-issue papers; e.g., natural gas investment, cross border pipeline planning, post-1997 financial risk, regime transition and utility regulatory issues in Asia.
- Delivered World Bank and other conference presentations in Asia, Europe, and Japan.

- Wrote frequent special-issue papers; e.g., natural gas investment, cross border pipeline planning, post-1997 financial risk, regime transition and utility regulatory issues in Asia.
- Gave World Bank and other conference presentations in Asia, Europe, and Japan.

**Carnegie Endowment for International Peace, Washington, DC (1991-1993)**

**Senior Associate** for Asian Affairs

- Raised funds for study of topical Asian issues, esp. political transition and investment.
- Gave frequent congressional testimony, media interviews and commentary.
- Wrote books, monographs and op-eds; gave speeches to U.S. and Asian audiences.
- Managed research budgets and leveraged non-Endowment resources.

**Dow Jones, Inc. New York, New York (1983-1990)**

**Foreign Correspondent, Far Eastern Economic Review (FEER), Hong Kong.**

Managed bureau budgets, prepared investigative reporting agendas, instructed new staff, and represented the magazine at media and academic conferences. Field positions:

- **South Asia Correspondent**, New Delhi, India (1989-1991). Covered business and political trends in India, Pakistan, Bangladesh, Nepal, Pakistan and Sri Lanka. Wrote field accounts of wars and insurgencies in Afghanistan, Assam, Bhutan, Karachi, Kashmir, Nepal, Punjab and Sri Lanka. Regular corporate, foreign investment and stock exchange reporting.
- **Senior Research Fellow**, St. Antony's College, Oxford University (on leave during 1988-1989). Presented University seminars on Japanese investment in Asia. Wrote on Asian capitalism (see below) and edited **Oxford Analytica Daily Brief** series on Asia.
- **Bureau Chief**, Manila, Philippines (1986-1988). Covered US-Philippine military base negotiations, business trends, political transition issues, and *coups d'etat*. Extensive field reporting on communist rebellion, Islamic insurgencies and regional diplomatic trends.
- **Bureau Chief**, Kuala Lumpur, Malaysia (1983-1985). Wrote on financial, economic and political developments in Malaysia and Southeast Asia. Had special assignments in Iran (e.g., wrote first cover story on Iran/Iraq war), China, Indonesia, and Western Europe.
- **Journalism Awards**: Co-recipient, 1994 New York Overseas Press Club prize; appointed Fellow, Freedom Forum Media Studies Center, Columbia University (1993/94)

**Ministry of Foreign Affairs, Wellington, New Zealand (1976-1983).**

**Career Diplomat** in a small, highly professional foreign service. Highlights:

- First New Zealand *Fellow* at Harvard's Center for International Affairs (1980-1981).
- Service in the New Zealand Embassy, Jakarta (1977-1980).
- Supervised then-largest New Zealand overseas aid project—a geothermal power station in Java.
- Prepared field reports on Indochina 'boat people', East Timor and Cambodian crises.
- Desk-level duties for Association of Southeast Asian Nations (ASEAN) and Iran/ Iraq war.

**Colonel Robert S. Cohen, USMC (Ret)**

(b)(6)

**Employment History**

**March 1999-  
January 2003**

**Deputy Secretary  
State of Florida, Department of Children and Families**

(b)(6)

- Provided operational oversight and leadership in administering the State of Florida's social services agency. The Department of Children and Families consists of over 25,000 employees with an operating budget in excess of over 4 billion dollars. The Department's services include programs for abused and neglected children, developmentally disabled, adult services, substance abuse, mental health (including hospitals), economic services, refugees, homeless, and child care.

**Accomplishments:**

Responsible for the reorganization of the Department, creating critical functions (e.g. planning, operations) and aligning Tallahassee's efforts to support the Districts and hospitals throughout the state.

Facilitated problem solving process of several class action lawsuits, which led to settlements.

Set up processes for effective staff functioning and communications, which resulted in team building that took the effectiveness and morale of the organization to another level.

Served as a recurring guest lecturer on organizational leadership for Governor Reuben Askew's Masters in Public Administration program.

**January 1999-  
February 1999**

**District Administrator, Broward County  
State of Florida, Department of Children and Families**

(b)(6)

- Responsible for the administration and coordination of all services, programs, and facilities in Broward County for the Department of Children and Families. The District employed 1,100 personnel with a budget in excess of 150 million dollars. This district provided or coordinated services of public and private agencies for a large percentage of Florida's most vulnerable citizens.

**Accomplishments:**

Responsible for precluding a federal court takeover of the child welfare program by initiating actions that showed progress in all areas of child safety within 60 days.

May 1997-  
December 1998

**Regional Director, South Central Florida  
Department of Banking and Finance  
Office of the State Comptroller**

(b)(6)

- Provided the vision and leadership to develop the new South Central regional office in Fort Lauderdale, encompassing six counties and a satellite office in Fort Myers. Responsible for the Department's regulatory operations and administrative, civil, and criminal enforcement actions.

**Accomplishments:**

Initiated programs to reduce mortgage and contract fraud against the state.  
Created a program to reduce financial exploitation of the elderly.

1995-  
1997

**Director, Marine Air-Ground Task Force  
Staff Training Program**

- Provided the vision and creative thinking to build and execute a training and evaluation program for Marine Corps Generals and their staffs. As Director of this 15 million dollar annual effort, responsible to the Commandant of the Marine Corps for creating concepts and methodologies to enhance organizational effectiveness.

**Accomplishments:**

Taught and facilitated discussions on leadership, communication, organizational, planning, decision making, execution and assessment among Marine Corps Generals, their staffs and subordinate commanders.

Guided the development of the "new" USMC planning process that is now part of every organization's operating procedures.

Guided technological development of a computer based war-gaming architecture to support institutional level training.

Integrated and directed a diverse staff of more than 70 senior officers and 100 civilian contractors.

Designed and developed innovative evaluation and performance review framework. Led effort to develop an organizational model (i.e. restructuring of senior war fighting headquarters) that was implemented in late 1997 by the Commandant of the Marine Corps to increase organizational efficiency and effectiveness while reducing personnel and costs.

1994-  
1995

**Commanding Officer  
4<sup>th</sup> Marine Regiment**

- As Commander of one of eight infantry Regiments in the Marine Corps, responsible for leading over 4,000 Marines and sailors during deployments throughout the Western Pacific. Responsible for the personnel administration, operations, logistics, planning, and communications architecture.

1993

**Chief of Staff,  
Marine Forces, Somalia**

- Responsible for staff actions in developing the plan and executing operational and logistics efforts of this major humanitarian aid event.

1991

**Director of Marine Air-Ground Task Force  
Staff Training Program**

- Key role in downsizing efforts to enable the U.S. Marine Corps to operate effectively despite manpower and budget reductions. Responsible for successfully restructuring and streamlining the functioning of that organization's largest operational headquarters.

1990-  
1991

**Student  
Marine Corps War College**

- While a student at this highly selective school, (which focused on teaching strategic planning and organizational values) assigned by the Commandant of the Marine Corps to become a key member of the highest headquarters staff for Operation Desert Storm.

1983-  
1990

**Various command and staff assignments with responsibilities such  
as:**

- Commander of a 1000-man infantry battalion
- Chief Planner for a Marine Division (20,000 personnel)

1983-  
1980

**Commanding Officer  
Recruiting Station, Cleveland, Ohio**

- Led the equivalent of a decentralized mid-sized sales organization. Responsible for every aspect of operations to include: advertising, training, logistics, and finance. Also directed the efforts of 32 recruiting offices, and led the organization from last in productivity to first in the nation.

1973 During a break from active duty in the Marine Corps, spent 18 months working for Hoffman LaRouche (Pharmaceutical Company) in a sales management-training program in Nutley, New Jersey and Fort Lauderdale.

### **Educational Background**

1984

**Master of Science in Management  
Salve Regina College, Newport, Rhode Island**

1983-  
1984

**Naval Command & Staff College  
Newport, Rhode Island**

1971

**Bachelor of Science  
University of Miami, Miami, Florida  
Major Field: Education**

ASD (Personnel +  
Humanitarian Affairs)

**Joseph J. Collins, Ph.D.**

(b)(6)

**SUMMARY OF QUALIFICATIONS**

- Successful manager in government, higher education, and non-profit institutions.
- Eight years of high-level experience in the Pentagon on the Army and Joint staffs, and in the Office of the Secretary of Defense.
- Broad background in strategic planning, policy formulation, and corporate communications.
- Noted expert on national security affairs, author of fifty signed publications.

**WORK EXPERIENCE**

***Special Assistant to Deputy Secretary of Defense Paul Wolfowitz, February 2001- .***

- Managed confirmation process, organized front office team, wrote speeches.
- Advised Deputy Secretary on defense review and high-level staffing decisions.

***Senior Fellow, International Security Program, Center for Strategic and International Studies, Washington, D.C., February 1998-January 2001.***

- Directed a \$400,000, congressionally supervised project on homeland defense.
- Directed project on American military culture, a widely publicized, \$600,000, survey-based report on life in the Armed Forces.
- Consultant to the U.S. Commission on National Security in the 21<sup>st</sup> Century.
- Adjunct professor, graduate division of Georgetown and Columbia universities.
- Over 100 media appearances; member, Council on Foreign Relations.

***Chief Speechwriter and Special Assistant to the Chairman, Joint Chiefs of Staff, 1996-98.***

- Directed as an Army full colonel the seven-person corporate communications unit that supported the nation's highest-ranking military officer.
- Advised the Chairman on the strategic direction for the Armed Forces, resulting in a work plan that guided the 1,500-member Joint Staff for 18 months.
- Wrote congressional testimony; prepared speeches for the Chairman in U.S., Europe, and China for audiences of up to 25,000 people, often with live television coverage.

***Academy Professor, U. S. Military Academy, West Point, New York, 1991-96; 1980-84.***

- Managed as a tenured professor the Academy's programs in International Relations, Comparative Politics, and National Security: 25 courses, 15 instructors, and 1,500 cadets.
- Taught International Relations, Russian Politics, and European Security.
- Visiting Professor, National War College, 1994-95; led official delegation to Uzbekistan.
- Assistant to Associate Professor of International Relations and Soviet studies, 1980-84.

***Military Assistant to the Under Secretary of Defense for Policy, 1989-91.***

- Chief of Staff of the 700-person defense policy team, the Pentagon's "State Department," during a period that encompassed the revision of U.S. strategy, the end of the Cold War, and numerous military operations.
- Military adviser on mission to Israel during Operation Desert Storm; 14 other overseas trips.
- Prior to joining OSD Policy, served as Army representative to the Presidential Commission on Integrated Long Term Strategy and the 1989 Bush strategy review.

***Selected Staff and Management Assignments, U.S. Army***

- Special Assistant to Army Chief of Staff for strategic and policy issues, 1987-89.
- Army Staff officer for NATO and West European strategic issues, 1985-87.
- Commander, 180-soldier infantry heavy weapons company, Republic of Korea, 1977-78.
- Adjutant and Chief Personnel Officer, 5000-soldier armor brigade, Germany, 1973.
- Platoon leader, 36-soldier mechanized infantry unit, Germany, 1971-72.

**SELECTED PUBLICATIONS*****Major Works***

- *Homeland Defense: A Strategic Approach*, Center for Strategic and International Studies (Forthcoming), a 50-page report, co-authored with Michael Horowitz.
- *American Military Culture in the 21<sup>st</sup> Century*, Center for Strategic and International Studies (February 2000), a 140-page report, co-authored with Walter F. Ulmer, Jr. and T.O. Jacobs.
- *Alternatives to Unilateral Economic Sanctions*, Center for Strategic and International Studies (1999), a 66-page policy report, co-authored with Gabrielle Bowdoin.
- *The Soviet Invasion of Afghanistan: A Study of the Use of Force in Soviet Foreign Policy*, Lexington Books (1986), a 205-page book based on a Columbia University dissertation.

***Articles and Commentary***

- "Tough Decisions on Defense," *Boston Globe*, August 29, 2000.
- "10 Reasons to Avoid a Land War" [in the Balkans], *Boston Globe*, May 23, 1999.
- "To Manage a Revolution: Dilemmas of Defense Planning for the Long Term Future," *National Security Studies Quarterly*, Summer 1996.
- "Desert Storm and the Lessons of Learning," *Parameters*, Autumn, 1992.

**EDUCATION**

- Doctor of Philosophy, International Relations, Columbia University, New York, 1984.
- Master of International Affairs, Russian Studies, Columbia University, 1980.
- Bachelor of Arts, Political Science, Fordham University, Bronx, New York, 1970.

**PERSONAL INFORMATION**

(b)(6)

# JOHN CONGER

(b)(6)

## ***EXPERIENCE***

### **OFFICE OF CONGRESSMAN CHET EDWARDS (D-TX)**

Washington, DC

#### *Legislative Director/Associate Appropriations Staff (1/01 – Present)*

- Senior policy advisor for all legislative activity and strategy, including issue-area expertise in defense, veterans, foreign affairs, nonproliferation, space, science and labor.
- Manage legislative staff and comprehensive, proactive agenda.
- Associate Appropriations Staff for Edwards, Chairman of the Military Construction and Veterans Affairs Subcommittee. Thorough knowledge of appropriations process and staff. Assisted Edwards in securing more than \$1 billion for Central Texas, including more than \$750 million for Fort Hood since 2001.
- Co-lead staff for bipartisan House Army Caucus (co-chaired by Reps. Edwards and McHugh), fighting for Army interests and coordinating events with senior Army leadership and Members. Key achievements include blocking proposal to cut 2 active duty and 3 National Guard divisions from Army in 2001.
- Write legislation for Rep. Edwards, including the Military Retiree Health Care Protection Act (blocking TRICARE insurance fee increases) and the Military Child College Affordability Act (ensuring in-state tuition for military children).
- Coordinate with House Democratic Leadership to craft Veterans Affairs strategy for both policy and outreach over several years, recently culminating in passage of largest increase in VA budget in history.
- Developed strategy and coordinated efforts to block the proposed closure of the Waco VA Medical Center.
- Work closely with Committee staff and Department of Energy on nonproliferation policy for Edwards, resulting in successful reversal of cuts to nonproliferation programs in 2001 and significant increases to DOE's nonproliferation budget since 2001.

#### *Awards:*

- Military Order of the Purple Heart Special Recognition Award (2008)
- National Association of State Approving Agencies Outstanding Support Award (2008)
- Military Officers Association of America Paul W. Arcari Award (2007)
- Military Coalition Freedom Award (2006)

### **HOUSE INTERNATIONAL RELATIONS COMMITTEE**

Washington, DC

#### *Professional Staff (8/00 – 1/01)*

- Staffed minority Members of House International Relations Committee (HIRC) on military and security issues, including missile defense, nonproliferation, military aid, military intervention and terrorism.

### **OFFICE OF CONGRESSMAN SAM GEJDENSON (D-CT)**

Washington, DC

#### *Legislative Assistant (1/99 – 7/00)*

- Policy advisor with issue-area expertise on foreign affairs (Gejdenson was Ranking Member of HIRC), defense, intelligence, veterans' affairs, science and technology, trade and labor.
- Led advocacy and education efforts in the House for increased submarine production. Worked to secure initial study funds for conversion of retiring SSBN nuclear missile submarines into SSGN cruise missile submarines.

**OFFICE OF CONGRESSWOMAN JANE HARMAN (D-CA)**

Washington, DC

*Legislative Assistant (10/97 – 1/99)*

- Policy advisor with issue-area expertise on defense (Harman was member of House National Security Committee), intelligence (Harman was member of House Permanent Select Committee on Intelligence), veterans' affairs, science, technology, energy and the environment.
- Coordinated efforts on behalf of local aerospace industry and conducted detailed research into Defense Department transformation efforts.

**ADROIT SYSTEMS, INC.**

Alexandria, VA

*Legislative Affairs Analyst (10/95 – 10/97)*

- Directly supported the Director, Defense Airborne Reconnaissance Office (DARO).
- Advised DARO leadership, wrote hearing testimony, tracked legislation and budget, drafted and coordinated responses to Congress.
- Translated technical military and legislative language into easily-understood terms for correspondence.

*Airborne Reconnaissance Systems Analyst (6/93 – 10/95)*

- Developed airborne reconnaissance mission analysis software.
- Authored technical documents on manned and unmanned airborne reconnaissance systems.

**MIT SPACE POWER AND PROPULSION LABORATORY**

Cambridge, MA

*Research Assistant (9/91– 6/93)*

- Developed computer simulations of particles in satellite environment.

***EDUCATION***

**THE GEORGE WASHINGTON UNIVERSITY**

Washington, DC

*M.A., Science, Technology, and Public Policy (1996)*

**INTERNATIONAL SPACE UNIVERSITY**

Stockholm, Sweden

*Certificate of Completion (1995)*

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY**

Cambridge, MA

*M.S., Aeronautics and Astronautics (1993)*

*B.S., Aeronautics and Astronautics (1991)*

***OTHER***

(b)(6)

***Community Activities***

- Democratic Party Precinct Chair (2005-06)
- Chair, Takoma Park Citizens' Advisory Committee for Community Development Block Grants (2005-06)
- Takoma Park Health Services Impact Committee (2006)
- Takoma Park Committee on Tax and Service Duplication Issues (2004-05)
- Takoma Phoenix Condo Board (2003-06; President, 2004-06)

Paul W. "Whit" Cobb, Jr.

(b)(6)

(b)(6)

**Education**

**Yale Law School, J.D., 1990**

- Executive Editor, *Yale Law Journal*, Volume 99 (1989-90); Michael Egger Prize (best student contribution to the *Yale Law Journal* on an issue of social importance).

**Duke University, A.B., Political Science & Public Policy, *summa cum laude*, 1987**

- Graduated in top one percent of class; Phi Beta Kappa; ROTC 4-Year Scholarship.

**Experience**

1996-present **Jenner & Block, Washington, D.C.**

*Partner.* Practice focuses on counseling Fortune 500 clients in the areas of government contracts, telecommunications, and energy. Representative accomplishments include:

- negotiating dozens of agreements with military and civilian agencies, including major procurement contracts, Federal Supply Schedule contracts, research & development contracts, software licensing and intellectual property rights clauses, and settlement agreements;
- drafting and negotiating significant teaming agreements and subcontracts with other contractors;
- handling numerous government contract audit and cost accounting issues; and
- managing public policy and economic advocacy concerning in regulatory proceedings implementing the Telecommunications Act of 1996.

1999-present **Cizer Software Corporation, Dulles, Virginia.**

*General Counsel.* As outside general counsel, guide business strategy and legal issues for a start-up software development company focused on the database reporting market.

1995-1996 **Administrative Office of the United States Courts, Washington, D.C.**

*Judicial Fellow.* Chosen in a nationwide competition to support the judges and committees of the Judicial Conference of the United States in conducting special studies and long-range planning for the Federal judiciary.

1991-1995 **Office of the General Counsel, Department of the Army, Pentagon, Washington, D.C.**

*Assistant to the General Counsel.* As an active duty Captain in the United States Army, selected to provide legal and policy advice to the Secretary of the Army and his staff concerning the roles, missions, and organization of the Department of the Army; classified acquisition and operational programs; and intelligence and counterintelligence activities. Played key role in closing down significant classified facilities after the end of the Cold War.

1990-1991 **Hon. Thomas A. Clark, United States Court of Appeals, Eleventh Circuit, Atlanta, Ga.**

*Law Clerk.* Prepared judge for sittings; researched and drafted judicial opinions.

**Political Activities**

- Donor, Bush-Cheney Campaign, 2000.
- Communications Director/Volunteer, Frank Hill for Congress Campaign, 1984 (Republican nominee for N.C. Congressional seat).
- Volunteer, Marian Greenblatt for Congress Campaign, 1982 (Republican candidate for Maryland Congressional seat).
- Volunteer, Republican Party, 1990



# CHARLES COOPER

## Work Experience

*Salary*

**Kirkland & Ellis, LLP** Washington, DC  
*Associate, Litigation Group*

*September 2002 – Present*

- Depose and defend witnesses in various complex litigation matters.
- Draft briefs and motions for submission to both state and federal courts at the trial and appellate levels.
- Prepare senior trial attorneys for opening and closing statements, direct witness examinations and cross-examinations.
- Develop strategic and tactical game plans for implementation in complex litigation matters.
- Manage litigation team of attorneys and support staff.

**U.S. Department of Justice** Washington, DC  
*Assistant Speechwriter*

*November 2001 – June 2002*

- Drafted and edited speeches, congressional testimony, and media statements for the Attorney General, Deputy Attorney General and division heads.
- Prepared the Attorney General and division heads for public speaking events and media statements covering U.S. anti-terrorism activities and white-collar criminal proceedings.
- Collaborated in the development of communications strategy with chief speechwriter.

**Kirkland & Ellis, LLP** Washington, DC  
*Law Clerk/Summer Associate, Litigation and Appellate Groups*

*July 2000 – August 2000, July 2001 – November 2001*

- Drafted briefs and motions for use by attorneys in multiple client matters.
- Wrote memos to advise clients on strategic options and tactics for use in complex litigation matters.
- Researched questions of federal and state, legislative and administrative law for various clients.
- Reviewed discovery material to determine relevance to particular cases.

**Skadden, Arps, Slate, Meagher & Flom, LLP** New York, NY  
*Summer Associate, White Collar Crime, Antitrust, and Litigation Groups*

*June 2001 – July 2001*

- Drafted briefs, memoranda and motions for use by attorneys in various client matters.
- Participated in interviews and debriefings of white-collar criminal defendants and witnesses in preparation for potential criminal and civil trials.
- Researched questions of relevant federal and state law in preparation for litigation.

**Robinson, Lerer & Montgomery Communications** New York, NY  
*Senior Associate*

*October 1997 – May 2000*

- Planned and executed short and long term communications strategy for various clients including America Online, EMI Music, and Viacom.
- Wrote core communications documents for executives and public relations staff: press releases, talking points, Q&As, op-eds, speeches.
- Consulted on communications and public relations activity for AOL International.
- Acted as media liaison for clients on various issues.
- Directed, produced, wrote and edited corporate videos, video news releases, and multimedia presentations.

**AOL Australia, Sydney, Australia***July 1998 - October 1998****Communications Consultant***

- Coordinated all communications strategy, planning, and execution leading up to launch of AOL Australia.
- Served as company spokesperson handling all media inquiries and public relations issues.
- Wrote and edited all major communications documents for both external release to the media and internal use by staff.
- Produced and directed AOL Australia launch event video and multimedia presentation.
- Directed launch event preparations and execution.
- Trained senior executives for television and radio appearances.

**Verner, Liipfert, Bernhard, McPherson and Hand, Washington, DC***May 1997 - October 1997****Special Assistant, Office of Senator Bob Dole***

- Served as personal aide to Senator Bob Dole.
- Traveled extensively, both domestically and abroad, on client business for the firm and business for the U.S. Government and the Republican Party.
- Wrote and compiled legal briefing materials and political summaries for the Senator.
- Assisted with media relations and communications activities.
- Wrote follow-up correspondence to foreign dignitaries, political officials, and clients.
- Coordinated and directed all activities and logistics while traveling.

**Dole/Kemp '96, Washington, DC***May 1995 - November 1996****Assistant Press Secretary***

- Traveled full-time as personal press aide and liaison between Presidential Candidate and members of the media.
- Wrote speech components for incorporation into major addresses.
- Wrote press releases and statements for distribution to national and regional press.
- Planned and coordinated media access to Candidate and senior campaign officials.
- Coordinated activities and communications between Washington headquarters and traveling press office.

**Cato Institute, Washington, DC***August 1994 - May 1995****Public Affairs Assistant***

- Planned and executed communications strategy for dissemination of Institute's public policy recommendations on economic, social, and foreign policy issues.
- Wrote press releases and policy summaries to condense detailed and complex policy ideas for public dissemination.

## **Education**

**Georgetown University Law Center, Washington, DC**

Juris Doctor – May 2002

**Georgetown University, College of Arts and Sciences, Washington DC**

Bachelor of Arts in Government, Cum Laude, Honors Program in Social Theory – May 1994

*a Hq DA - Army  
mid*

**Carla K. Coulson**

(b)(6)

**Veteran's Status – Retired O-6; Highest Federal civilian position – GS-15, step 5**

**APPLYING FOR: Director, Base Realignment and Closure (BRAC) Management Team, ES-0301-00/00, Department of Defense, Office of the Secretary of Defense, Announcement Number: SES 07:-07**

***PROFESSIONAL PROFILE***

**Senior advisor within the Department of the Army on all matters relating to Base Closure and Realignment (BRAC).**

- Currently advises the Assistant Secretary of the Army (Installations and Environment) daily on issues pertaining to BRAC implementation, such as the relocation of 22,000 DoD personnel to Fort Belvoir, Virginia.
- Led the Army-chaired Headquarters and Support Activities Joint Cross Service Group (HSA JCSG) in development of 21 Commission-approved BRAC recommendations impacting major headquarters, administration and common support functions and activities across the Department of Defense (DoD) and saving about \$929M annually. The JCSG accounted for approximately 27 percent of the total BRAC savings at 12 percent of the cost.
- For all BRAC rounds, but primarily BRAC 1995 and 2005, performed community outreach to dozens of communities impacted by BRAC; worked with Local Reuse Authorities to ensure an understanding of the DoD Base Redevelopment and Realignment Manual.
- Served as Program Manager for the BRAC 1995 closure of Fort McClellan, Alabama, and the consolidation of the Army Military Police, Chemical and Engineer Centers and Schools to form the Army's Maneuver Support Center at Fort Leonard Wood (FLW), Missouri.

**Quintessential Army engineer and installation management professional.**

- Served with the Army Corps of Engineers as a Project Engineer and as a Deputy Commander and Chief of Staff at a Corps Division.
- As a Director of Public Works, provided direct oversight to over \$100M of Military Construction (MILCON).
- As a Battalion Operations Officer, built a \$23M range construction project with 5 Construction Companies, completing the troop construction project on time, within budget and without deficiencies.

Coulson, Carla K. (b)(6)

**Assistant for Installation Planning**

Office of the Deputy Assistant Secretary of the Army for Installations and Housing,  
3E476, Pentagon

**Dates:** 11/05-present

**Grade:** GS-0801-15, step 5

(b)(6)

**Responsible for Secretariat policy, direction and oversight of the Army's:** implementation of BRAC 2005, to include Joint Basing and JCSG recommendations; installation Operations and Maintenance (Base Operations Support (BOS) and Sustainment/Restoration and Modernization (S/RM)) accounts; and impact to installations of Global Defense Posture Realignment (re-stationing from overseas).

**Accomplishments:**

- Ensures efficient and effective facilities development, design and construction; movement of units and functions; and implementation of the BRAC statute.
- Works effectively with BRAC-impacted communities, guiding redevelopment planning in a manner that will allow the Army to convey property to support economic redevelopment or public benefit.
- Plays integral role in the development of Joint Basing guidance that directs consolidation of installation management functions at 12 Joint Bases.
- Leading development of presentation and defense of the FY 08 Army Operations and Maintenance (O&M) – funded, BOS and S/RM budget requests totaling \$10.87B to congressional staff.
- Developed policy to use 10 USC 2869, Alternative Disposal Process, to expedite redevelopment at high value BRAC properties. Briefed Army policy at recent Association of Defense Communities Conference.
- Provided oversight to preparation of the FY08 BRAC Budget Request of \$4.02B. Now preparing Army leaders to defend budget to Members of Congress.

**Deputy Director**

Headquarters and Support Activities Joint Cross Service Group, BRAC 2005,  
Washington, DC

**Dates:** 5/03-10/05

**Grade:** Colonel, United States (US) Army

(b)(6)

**Led a multi-service "ad hoc" organization of 40 service members, civilians and contractors through BRAC 2005 analysis resulting in 21 Commission-approved recommendations with implications for headquarters, administration and common support activities across the DoD. The BRAC Commission fully or partially accepted 20 of 21 of Department's recommendations and resurrected one recommendation DoD had previously discarded, the creation of a Joint Medical Command Headquarters.**

Coulson, Carla K. (b)(6)

**Accomplishments:**

- Commission recommended 20 of 21 consolidations, co-locations, and joint basing recommendations, as well as those eliminating leased space that should save the DoD about \$929M/year.
- HSA JCSG produced more recommendations and BRAC savings than any other JCSG or Military Department, accounting for approximately 27 percent of the total BRAC savings at 12 percent of the cost.
- HSA JCSG led all Military Departments and JCSGs in the deliberative process, providing candidate recommendations earliest to the OSD deliberative body.

**Deputy Director**

Directorate of Facilities and Housing, Assistant Chief of Installation Management, Headquarters, Department of the Army, Pentagon

**Dates:** 7/01- 5/03

**Grade:** Colonel, US Army

**Supervisor:** (b)(6)

Second in command of a 90-person, 3- Division Army Staff Directorate for all matters pertaining to construction, facilities engineering and housing. Responsible for the development, integration and promulgation of policies and doctrine pertaining to the planning, programming, budgeting and operation for Army facilities and installations.

**Accomplishments:**

- Provided oversight for planning, programming and budgeting of a combined program of \$3B annually in MILCON and Housing appropriations.
- Managed the Army's Utilities Privatization (UP) program – the largest and most successful of the Military Departments' UP programs.

**Deputy Division Commander**

Southwestern Division (SWD), Army Corps of Engineers, Dallas, Texas

**Dates:** 10/99 – 8/00

**Grade:** Colonel, US Army

**Supervisor:** (b)(6)

Deputy Commander and Chief of Staff of a Corps of Engineers Division consisting of 4 Engineer Districts and a Division Headquarters (3,300 employees) with annual military and civil works construction operations programs of \$1B.

**Accomplishments:**

- Provided effective leadership to SWD staff elements (Engineering and Technical Services, Program Management, Contracting, Resource Management, Emergency

Coulson, Carla K. - (b)(6)

Operations, Public Affairs and Equal Employment Opportunity). Ensured full coordination and integrity of staff processes.

- Served as Division Commander on many occasions, leading the 4 District Engineers at Fort Worth, Little Rock, Tulsa and Galveston Districts.

**Program Manager**

Army Base Realignment and Closure Office, Headquarters, Department of the Army, Pentagon

**Dates:** 07/96 - 10/99

**Grade:** Lieutenant Colonel, US Army

**Supervisor:** (b)(6)

Led and directed all BRAC 1995 base closure actions for the US Army Medical Command (closure of Fitzsimons Army Medical Center), and the US Army Training and Doctrine Command (closure of Fort McClellan, Alabama, and relocation of the Army's Military Police (MP) and Chemical Centers and Schools to FLW, Missouri, as well as the closure of Fort Chaffee, Arkansas).

**Accomplishments:**

- Fitzsimons Amy Medical Center - Guided the very successful closure and redevelopment of the installation. Closure of Fitzsimons and the relocation of tenants completed early in the process. Simultaneously transferred property to the University of Colorado and the Fitzsimons Redevelopment Authority and established Reserve Component enclave. The actions at Fitzsimons became a model for the Army BRAC program.
- Fort McClellan - Led closure of the installation and relocation of MP and Chemical Centers and Schools to FLW. Successfully managed a \$225M MILCON program to construct new facilities to support the relocation.

**Director of Public Works**

US Army Combined Arms Support Center and Fort Lee, Fort Lee, Virginia

**Dates:** 7/94 - 7/96

**Grade:** Lieutenant Colonel, US Army

**Supervisor:** (b)(6)

Led a 365-person Public Works organization in providing engineering, environmental, public works, fire protection / prevention and housing for a 5000 acre Army installation, Fort Lee, Virginia.

**Accomplishments:**

- With an operating budget of over \$30M, managed real property operations, all maintenance and repair of facilities and infrastructure, and facilities utilization.
- Instituted management efficiencies resulting in a one third reduction in operating requirements.

Coulson, Carla K. (b)(6)

- Provided direct oversight for a \$110M MILCON program.

#### **Other Relevant Positions**

**Operations Officer, 79<sup>th</sup> Engineer Battalion, Combat Heavy**

Federal Republic of Germany

Dates: 12/89 – 4/91

Grade: Major, US Army

Supervisor: (b)(6)

Accomplishment: Completed \$23M range construction project, using troop labor, on time, within budget and without deficiencies.

**Brigade Engineer, 18<sup>th</sup> Engineer Brigade**

Federal Republic of Germany

Dates: 7/88-11/89

Grade: Major, US Army

Supervisor: (b)(6)

Accomplishment: As Chief of Engineering for the largest Army Engineer Construction Brigade planned, managed and executed a \$20M troop construction program.

**Construction Management Engineer**

Kaiserslautern Area Office, Europe Division, Corps of Engineers

Dates: 5/86 – 7/88

Grade: Captain, US Army

Supervisor: (b)(6)

Accomplishment: Managed major MILCON projects to support US Forces, Europe.

#### **EDUCATION**

Graduate, Canadian Force College (War College equivalent), Toronto, ON, 2001

Graduate, US Army Command and General Staff College, Leavenworth, KS, 1991

Masters of Civil Engineering, North Carolina State University, Raleigh, NC, 1986

Bachelor of Science (biology/chemistry), Salem College, Salem, WV, 1976

#### **AWARDS**

Performance Award, Exceptional Performance, 2006

Defense Superior Service Medal, 2005

Legion of Merit, 4 awards

Meritorious Service Medal, 6 awards

Army Commendation Medal, 2 awards

Bronze deFleury Medal – US Army Corps of Engineers honorary award

## TECHNICAL QUALIFICATIONS

1. Extensive knowledge and experience in managing large, complex and important projects, such as organizational realignments, construction and renovation projects, or relocation efforts.

The largest and most complex project that I have led was the stand-up of the Headquarters and Support Activities Joint Cross Service Group (HSA JCSG) and the subsequent analysis performed by the Group of Base Realignment and Closure (BRAC) implications for headquarters, administration and common support functions across the Department of Defense (DoD). My efforts and experience in the establishment of the JCSG are relevant to this particular qualification. Without a budget, work force or dedicated office space, under the part-time supervision of the Army's Deputy G-8<sup>1</sup>, I aggressively pursued JCSG staffing by communicating the importance of organizational representation on the JCSG of all Military Departments, as well as the Office of the Secretary of Defense (OSD) and the Joint Staff. The result was a diverse, well-informed and organized full-time staff of about 40 uniformed, DoD-civilian and contractor personnel. This ad hoc group became the most successful analytical contingent of the 7 JCSGs and 3 Military Departments involved in the development of DoD recommendations for BRAC 2005.

In addition to seeking out the right personnel to staff the JCSG, I worked effectively to convince the Army to resource a contract to provide administrative support to the JCSG and to provide funds for office space. Within four months of the date I was hired the JCSG structure was finalized, personnel were in place, a lease negotiated with Washington Headquarters Services (WHS) and work-plans to guide the initial processes written, vetted and in use. I will discuss the Group's objectives and analytical processes as part of the second Technical Qualification.

Other factors contributing to my qualifications include those experiences that I had as a BRAC Program Manager for the Army (1996-1999). Two of the more complex BRAC actions that I managed were the closure of Fitzsimons Army Medical Center, Colorado, and the relocation of the Army's Military Police and Chemical Centers and Schools from Fort McClellan, Alabama to Fort Leonard Wood, Missouri. Both included oversight of large Military Construction (MILCON) programs, about \$225M in the case of Fort Leonard Wood, as well as oversight of smaller Operations and Maintenance (O&M) and environmental remediation programs and budgets. In addition to providing program management for the closure of the installations and relocation of units and organizations, I ensured the Army executed its property disposal plans in a timely manner compatible with the local communities' redevelopment plans. In the words of a former boss, I had a very challenging position that required me to "balance the needs of politicians, environmentalists, zealots, historians and commanders on a daily basis".<sup>2</sup>

<sup>1</sup> Five of the seven JCSGs were chaired by the Office of the Secretary of Defense. HSA JCSG was chaired by the Army Deputy G-8; the Medical JCSG was chaired by the Air Force Surgeon General.

In the case of Fitzsimons, few organizations were relocating from the closing installation, so focus was primarily on closure of the hospital and installation, and property disposal. With those objectives in mind, I facilitated the execution of an interim lease of property to the University of Colorado (UC) to expedite movement of the UC Medical School from downtown Denver to the installation, with follow-on transfer pending required environmental characterization and remediation. I also facilitated the completion and approval of the first BRAC 1995 Reuse Plan, that being the redevelopment of Fitzsimons. The installation closed early, construction supporting relocating organizations was completed on time and reuse of the installation as a Bio-Medical Center and Park remains one of the most successful redevelopment scenarios of any BRAC round.

The closure of Fort McClellan and relocation of the Centers and Schools to Fort Leonard Wood, with follow-on consolidation with the US Army Engineer School to form the Army's Maneuver Support Center (MANSCEN), required a very different set of objectives. Success in this case turned on completion of a very large MILCON program at the gaining installation, for which I, along with the installation and the Army's Training and Doctrine Command provided oversight, as well as completion of a controversial Environmental Impact Statement (EIS). With the relocation of the Army's Chemical School, Fort Leonard Wood became home to the only facility in the United States (US) permitted to use lethal chemical agent in a training environment. Scoping, development of alternatives and completion of the Record of Decision were tedious and time consuming milestones. Secondary to the activities at Fort Leonard Wood, were preparations at Fort McClellan to relocate personnel, organizations and units. There was a significant fear that subject matter experts would not relocate from rural Alabama to rural Missouri, creating a challenge to the successful stand-up of MANSCEN. In the end, the right people did move, The Army completed construction and the EIS on time, and the consolidation was a huge success. During BRAC 2005, the Army Basing Study used the MANSCEN model to develop its recommendations to consolidate the Armor and Infantry Centers and Schools at Fort Benning, Georgia and Combat Service Support Centers and Schools at Fort Lee, Virginia.

The final experience I want to share is that of the most complex construction project that I directly managed, the construction of a \$23M tank gunnery range (Range 23), built with troop labor in Wildflecken, West Germany in 1990. As a Brigade Engineer for the 18<sup>th</sup> Engineer Brigade from 1988 – 1989, and as a Corps of Engineers Project Engineer from 1986-1988, I had an abundant amount of first-hand construction management experience, but nothing on as significant a scale as the Range 23 project.

From the fall of 1989 through the fall of 1990, as the Operations Officer of a Construction Battalion in Germany, I was directly responsible, as the senior officer and engineer on site, for the planning and execution of Range 23, guiding a 5-Engineer Company, 550-soldier Task Force in the 7 day a week construction effort. Though the project was not technically difficult, leading the young men and women, skilled and semi-skilled, through the earthwork heavy construction process was daunting and fraught with daily challenges. Challenges included monitoring and ensuring jobsite safety, fixing broken equipment and figuring out how to meet a tight time schedule and compensate

those working 15-hour days in the heat of the summer with a weekend off. In the end, the Task Force made the significant achievement of turning over the range, as an agent for the Army Corps of Engineers, to the 7<sup>th</sup> Army Training Command, on time, within budget and with zero deficiencies. It was with great pride and satisfaction that the Battalion returned home to Karlsruhe, West Germany, in the fall of 1990.

**2. The ability to develop and evaluate plans within the context of the complex organizational structure and management processes of the DoD, to identify/evaluate alternative courses of action and to sequence interrelated key program events and milestones to accomplish stated objectives in a timely manner.**

In 1, above, I briefly discussed the stand-up of the HSA JCSG in September of 2003, in support of the OSD-directly analysis of administrative and common support functions across the DoD. As the Deputy Chair/Director of the organization, I led the daily operations of the JCSG. We (the JCSG staff) answered to a 6-Member Executive Board. Chaired by the Army's Deputy G-8, members included representatives from the other services, OSD and the Joint Staff. For the purpose of BRAC 2005 JCSG analysis, we answered to the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) through the OSD BRAC Office. As an ad hoc activity, full time personnel performed duties in an operation control (OPCON) type of arrangement while being administratively assigned elsewhere. From an organizational perspective, there could not have been a more complex command and control structure in which to complete such an important and sensitive mission.

The analysis of BRAC implications to headquarters, administration and common support functions began with the development of a set of principles that would guide the JCSG scope development. Within the portfolio of possibilities was a large range of opportunities to consider such as the potential for savings and efficiencies from consolidation of the common functions of installation management, civilian personnel transactional processes, public affairs activities, financial management and communications. With respect to headquarters functions, there were tremendous opportunities to co-locate or consolidate agency components or to look more broadly across the Departments. Sorting through the cornucopia of options took many hours of thoughtful deliberation. Scoping results guided the Group's analysis. OSD was initially skeptical that HSA JCSG could successfully take on a project of such breadth, but quickly took on the role of ardent supporter as the JCSG narrowed its scope and led the way for the other 6 JCSGs, and to some extent the Military Departments, in its approach to the very difficult and complex BRAC analysis.

About the time the JCSG was completing its initial scoping, it became very clear to me that the JCSG would require a team of operations research analysts to guide the analytical process. It was the good fortune of the JCSG that it was able to gain support from the Military Departments to establish a team of analysts with representation from the Center for Army Analysis, the Air Force Studies and Analyses Agency and the Center for Naval Analyses. As the analysis began, this team quickly became the JCSG's center of gravity,

The general analytical process dictated by OSD for BRAC 2005 varied little from previous rounds. It included an evaluation of capacity; the JCSGs viewed this as the capacity to perform a particular function. Military value analysis that attempted to answer the question of where performance of the function provided the highest military value followed capacity analysis. Both analyses required the collection of tremendous amounts of data. Questions generated data gathered through 3 disparate Military Department data collection tools. Because the HSA JCSG required data from OSD organizations, as well as the Military Departments, it queried Defense agencies and other OSD organizations directly. In addition to the volume of data collected, it quickly became clear that the quality of the data was, in many instances, suspect. Enormous amounts of data clarification were required. The Military Departments were less than enthusiastic in researching correct responses, as they had their own BRAC analyses to conduct. Data management quickly became the JCSG's Achilles heel and could have caused the failure of the JCSG to complete its analysis. Only through persistence, hundreds of hours of labor and the ability to conduct informed sensitivity analyses were we able to push forward and complete both capacity and military value analyses on the OSD timeline.

Following the completion of military value analysis and an attempt to optimize the convergence of excess capacity with military value for each function, the JCSG began scenario development. Scenario development included additional analyses to address other criteria including an estimate of costs and savings. The JCSG staff developed and analyzed an array of scenarios and guided the members through the deliberative process by which scenarios became candidate recommendations. The deliberative process resulted in 50 candidate recommendations. The Chair of the JCSG briefed the recommendations to the OSD deliberative body, the Infrastructure Steering Group (ISG), chaired by the USD (AT&L). HSA JCSG brought its first candidate recommendations to the ISG in early January of 2005. It was the first of the JCSGs, or Military Departments, to do so. I always ensured the Chair of the JCSG was well prepared to brief the recommendations and respond to all ISG-member questions or concerns. The ISG was typically a lively group and its members did not hesitate to voice opinion or question details they did not understand. Integration of recommendations followed the completion of review of candidate recommendations in the spring of 2005.

In May of 2005, the Secretary of Defense sent 21 of HSA JCSG's recommendations to the BRAC Commission for consideration. Throughout the summer, I led the effort to defend our recommendations to the BRAC Commission and Congressional staff. In addition, the JCSG Chair testified before the Commission on several occasions, responding to a wide variety of questions on HSA JCSG's recommendations. In September of 2005, the Commission fully or partially supported 20 of 21 HSA JCSG's recommendations, sending them to the President along with a recommendation to establish a Joint Medical Command Headquarters. The success of the JCSG was substantial. "The HSA JCSG recommendations accounted for about 27% of the BRAC savings at only 12% of the cost."<sup>3</sup>

<sup>3</sup> HSA JCSG After Action Report, May 2006

The success of the JCSG was largely dependent on the leadership provided by the 6-member board, the work of the analysis team and the very good luck of being able to assemble the right people at the right time to work through the seminal analysis of the functions we were assigned. Leading this effort was the most extraordinary experience of my career.

**3. Knowledge of how the BRAC program relates to other programs and key administrative support functions within the Department of Defense.**

In my current position, I see the impacts of execution of BRAC 2005 on other Army and OSD programs and initiatives daily. For the Army, more so than the other Military Departments, BRAC 2005 is being used as a key enabler to grow and position the force. "BRAC 2005 produces the optimum mix of land capabilities for a joint force... and is essential to win the GWOT and prepare for an uncertain future."<sup>4</sup> This week's conclusion to the development of a Continuing Resolution (CR), that will provide only part of the funding requested in the 2007 President's Budget, could have significant impact on the BRAC 2005 program, and be of consequence to the operational arm of the Army.

We anticipate the CR will leave the DoD \$3.1B short of fiscal year (FY) 2007 BRAC 2005 requirements. For the Army, lack of funding will delay the construction of training ranges and facilities, command and control facilities, barracks, maneuver training areas, Armed Forces Reserve Centers (AFRC), youth and child development centers, dental clinics and a medical clinic. A BRAC funding shortfall in this FY essentially unravels the Army's synchronized modular force build out and stationing plan. In addition, it delays transformation of the Army Reserve, breaks the Army's obligation to provide soldiers and families an adequate quality of life, delays capital investment and inhibits economic development by affecting jobs and growth across the country, and will result in higher construction costs. For the Army, it will almost certainly delay implementation of BRAC recommendations by September 2011. An amended, the FY 2008 budget will characterize the exact impacts of a shortfall in funding. We anticipate that OSD will submit an amended budget later this spring, unless the FY 07 supplemental addresses the shortfall.

In addition to serving as a keystone for many Army and OSD initiatives, BRAC 2005 is having significant impact regionally. The movement of organizations out of leased space in the National Capital Region to Fort Belvoir, while facilitating the end of expensive leases and providing for an improved level of force protection, will substantially affect local transportation. The Army's Surface Deployment and Distribution Command (SDDC) is currently evaluating these impacts for possible mitigation through use of the Defense Access Road (DAR) program. This program allows OSD to construct public highways through the Federal Highway Administration in instances where the DoD is a primary contributor to an increased transportation requirement. This will most certainly be the case at Fort Belvoir; DAR requirements are also likely at several other locations gaining large numbers of personnel.

<sup>4</sup> House Armed Services Committee, Hearing Preparation Materials, FY 08 Posture Hearing, 12 Feb 2007.

Another program significantly affected by this BRAC round is the Army's MILCON program. The Corps of Engineers headquarters, North Atlantic Division, and in particular, Baltimore District feel its regional impact. The amount, cost and timing of construction required to implement BRAC 2005 has driven the Corps of Engineers to transform the way it will execute the program. Streamlined acquisition of design-build contracts will be the norm; award of design-bid-build projects will be rare. In addition, the Corps will rely heavily on the use of pre-fabricated building components. And, in lieu of using different designs for similar requirements, site adaptation of standard designs will be common for certain types of facilities. The efficiencies gained by these practices will decrease costs as well as the length of performance periods.

In my current position, I work regularly with impacted communities to address their concerns as they look to redevelop closing installations, or as in the case of the Army's large gaining installations, react to significantly increased populations. At closing locations, the Army seeks to close the installation and dispose of the property simultaneously. We work towards a scenario where we can pack up the van, close the door and turn over the keys. In addition to timely closure of our installations, we are also informing communities that we will seek fair market value for the property. This has become imperative as we look for ways to fund and execute the program outside of the normal appropriations process. The OSD Office of Economic Adjustment (OEA) works closely with us to guide communities through the closure and disposal processes. It administers the Defense Economic Adjustment Program, which may provide planning grants for eligible communities. In addition, OEA ensures that communities anticipating significant growth are adequately informed to successfully respond to the needs of the inbound population by providing growth management planning assistance. The primary concerns of gaining communities are transportation, schools and housing. As described previously, the Army addresses transportation requirements through the DAR program. Local community needs to meet the requirements of a growing school-aged population are frequently addressed through forums focused on education. The Under Secretary of Defense for Personnel and Readiness conducted a two-day forum late in 2006; the Army Forces Command (FORSCOM) recently sponsored a two-day education symposium aimed at communities gaining FORSCOM contingents. Finally, local developers are typically quite happy to address the increased housing needs at a gaining community. In at least two instances, at Forts Drum and Riley, the Army has conducted community outreach sessions and industry day forums to provide information and increase awareness of the need for housing. The Army continues to update its Housing Market Analyses to ensure that communities can anticipate what is required as a market response to the growth.

In conclusion, BRAC significantly affects many programs within OSD, the Military Departments, affected regions and communities, but those who feel the impacts most acutely are personnel assigned to an organization or unit that is standing down, relocating or consolidating, as is the case with the components of the Defense Media Activity. Chapter 4 of the Base Redevelopment and Realignment Manual (BRRM), entitled Personnel Management reviews human resource issues typical of BRAC implementation

and describes available assistance programs to include placement, separation incentive and homeowner's assistance programs. Anyone involved in implementing a BRAC action must be familiar with these programs and authorities. The BRRM, besides succinctly describing personnel considerations, lists websites where affected employees can obtain additional information. An example is the DoD BRAC Human Resources website.

**4. Ability to develop, interpret and implement broad and complex concepts, policies and programs in support of established BRAC timelines, goals and objectives.**

There is no doubt that BRAC 2005 has produced, by far, the most complex recommendations of any of the rounds. Citing previously my role in the complex consolidation of the Army's Military Police, Chemical and Engineer Centers and Schools, as well as the BRAC analysis I led as the Deputy of the HSA JCSG, I will use examples of accomplishments in my current position to address this technical qualification.

Over the last 4 years, I have worked closely with the OSD BRAC Office and am, generally speaking, as familiar as anyone with existing BRAC policy. In the case of a new authority available to exchange land for MILCON, Section 2869, Title 10 of the United States Code, a mere paragraph in the BRRM describing the authority is the only policy guidance the Department has issued. In this policy and process void, I took the lead within the Army to establish a Task Force (TF) to interpret the statute and develop a process that would lead to its successful use. Use of the authority is important to the Army as it provides a method to receive MILCON, as payment, in direct exchange for real property at high value closing installations and AFRCs, and is outside of the normal appropriations process. Its use will take some pressure off the current MILCON program, and may allow us to construct facilities earlier and perhaps relocate units and organizations more quickly.

Established in May of 2006, the TF has taken the lead within OSD by establishing guidelines to use the authority within, not outside of, the BRAC process. This is widely understood and accepted by Local Redevelopment Authorities (LRA) and a pilot project will be completed at a smaller closing installation later this FY. The process developed by the Army envisions completion of homeless outreach and screening for public benefit prior to use of the authority. It seeks a balance between the needs of the homeless, the needs of the public and the need to put the property into economic redevelopment. We intend to describe, within the Notice of Availability that markets the property, community zoning and the intended reuse, as well as the relationship between the developer and LRA. In addition, we will use the LRA as an advisory body during the source selection process. The intent is to create a win-win-win scenario, wins for the Army, the community and the developer.

With respect to the OSD policy/process void, I provided the Deputy Under Secretary of Defense for Installations and Environment the details of the Army's policy guidance to be used as they consider how to craft overarching policy. In addition, I detailed how the

Army intends to use the authority for a group of interested communities and developers at a recent Association of Defense Communities conference. The Army is now meeting with communities to identify where use of this authority will work best.

A second area of complexity on which I advise the Assistant Secretary of the Army for Installations and Environment is that of Joint Basing. The Joint Basing recommendation, which directs the consolidation of installation management (IM) functions at 12 Joint Bases (27 total installations) was the brainchild of HSA JCSG, so I am familiar with the development of the recommendation, as well as the challenges to its successful implementation. The DoD stands to gain many efficiencies by consolidating IM functions at installations with shared boundaries, i.e. Fort Myer and Henderson Hall or Bolling Air Force Base, Anacostia and the Naval Research Laboratory. IM functions are similar across the Military Departments; Military Departments provide like services to our customers. All good in theory, the implementation of this particular recommendation is turning out to be much more complex than imagined. Taking the obvious cultural considerations and setting them aside, the Military Departments have different ways of funding the same services, different metrics, and different standards. Coming to a common agreement on the definitions of IM functions took months, development of common metrics just as long. And as we begin work on the development of a set of common standards, one of the Military Departments has abruptly pushed back on the basic tenet that implementation of the recommendation requires the transfer of real property and total obligation authority to the supporting installation.

Battling a timeline of complete implementation by the end of September 2008, to include transfer of personnel, the immediate issuance of general and supplemental guidance is essential. As we work hastily to complete the required staffing of the Joint Base Implementation Guidance across the Army, one quickly gathers an appreciation that this single recommendation affects every staff element, from financial management to human resources to communications and non-appropriated fund interests. It is important that we take the time to review the policy and vet concerns, but the implementation of the recommendation costs little and has a big pay off. Emphasis on doing this quickly is justified.

The last item I want to talk about under this qualification is the movement of various organizations to Fort Belvoir, Virginia. Today it is very unclear how implementation of this recommendation will unfold. The Army is currently on track with its Environmental Impact Statement, which will result in a Record of Decision that describes transportation improvements in the vicinity of the Engineer Proving Grounds (EPG) as mitigating factors. The cost of these improvements was not considered by the DoD when it integrated the BRAC recommendations impacting Fort Belvoir, so no funds are programmed to address what will become certified DAR requirements. Army discussions with OSD regarding who should pay for the transportation improvements have been unproductive, as have discussions with the Commonwealth of Virginia and Members of Congress. As I advise the Army's senior leaders on how to proceed, it occurs to me that success is highly unlikely within the statutory timeline.

Carla K. Coulson

(b)(6)

I do have idea as to how the DoD could partially fund the required road improvements and am now looking to socialize this idea with those in positions to affect the outcome. I have met with the Director of the OSD BRAC Office and discussed with him the potential to use part of the budget set aside to construct the WHS facilities on EPG that will house those coming out of leased space in the NCR to fund certified DAR requirements. A good portion of the WHS project is required for those organizations now housed in Pentagon Renovation (PENREN) leased space that will not be able to move back into the Pentagon at the conclusion of the renovation. The recommendation relocates the PENREN space to Fort Belvoir, not the actual organizations. As such, the Military Departments and OSD could choose to relocate their personnel elsewhere. I have confirmed with the Air Force and the Army BRAC offices that they do not intend to relocate their organizations now residing in PENREN space to the new WHS facility. This will have the effect of reducing the square footage requirement, as well as the impact of those particular personnel to the transportation system. WHS and the Military Departments must further define changes in the number of personnel. While it is not likely that this change will have a significant impact on requirements for transportation improvements, savings from the reduction in space could be significant enough to fund much of whatever DAR projects are certified.

As DoD proceeds with implementation of the BRAC 2005 statute, many more challenges to its success will arise. I look forward to solving some of the issues associated with those challenges. Thank you for taking the time to consider my qualifications for the position of Director, BRAC Management Team, being established to lead the implementation of the Defense Media Activity project.

# MICHAEL WILLIAM COULTER

(b)(6)

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**National Security, Foreign Policy Expert and Accomplished Senior Executive** who has served as a senior official in the State and Defense Departments as well as in Congress and the Navy. A unique combination of leadership, management, policy and operational experience. A senior manager with experience in international representation and negotiation, who has conducted bilateral and multilateral diplomacy in the Middle East, Europe, Asia, Africa and the Americas. Extensive senior contacts in the federal government and U.S. military, foreign governments and militaries worldwide. An accomplished leader, has built high-performance teams and lead large, sophisticated organizations with multi-billion dollar budgets in an international environment. Respected policy voice with a solid understanding of the international political environment who has been featured in wide-ranging publications and forums. *Key qualifications include:*

- Superior interpersonal and negotiation skills
- Re-organization and turn-around management leader
- Corporate vision
- Experienced institution builder
- Keen intellect and quick study
- Natural leader and team player
- Tremendous coalition building and strategic partnership skills
- Strategic/operational planner
- Energetic, self-motivated
- Credibility abroad and with Congress
- Adept at publicly representing organizations
- Personal and professional integrity

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## PROFESSIONAL EXPERIENCE

U.S. DEPARTMENT OF DEFENSE, Washington, DC 2007 to Present  
**Advisor to the Chairman, Joint Chiefs of Staff** (detail from the Secretary of Defense) 2009 to Present  
Advisor to the Chairman on the formulation and coordination of Strategic Plans and Policy. On detail from the Office of the Secretary of Defense.

**Assistant Secretary of Defense for International Security Affairs, Acting** 2007 to 2009  
**Principal Deputy Assistant Secretary of Defense for International Security Affairs**  
Advisor to the Secretary of Defense on the formulation and coordination of international security strategy and policy, with responsibility for the Middle East and Persian Gulf, Africa, Europe, and NATO. Oversee bilateral defense relationships. Responsible for the operation and management of a Bureau of 100 people (military, foreign service, civil service, and contractor).

U.S. DEPARTMENT OF STATE, Washington, DC (and Afghanistan) 2001 to 2007  
**Deputy Assistant Secretary of State for Political-Military Affairs** 2005 to 2007  
Responsible for U.S. security assistance programs and budgets (\$6 billion per year) and management of bilateral arms transfers (\$19 billion per year). Direct operations and management of 75 employee (military, foreign service, civil service and contractor) office. Oversee the coordination of bilateral political-military relationships; direction of security policy; and strategic planning issues. Serve as the principal link between the Departments of State and Defense.

**Senior Advisor for Political-Military Affairs** 2004 to 2005  
Lead efforts across the U.S. interagency to grow and maintain 70+ member international coalitions in Iraq, Afghanistan, and the Global War on Terror. Co-chair interagency Coalition Working Group.

**Foreign Policy Advisor, Operation Enduring Freedom, Afghanistan** 2004  
Foreign Policy Advisor (POLAD) to Afghan Provincial Reconstruction Teams and Combined Joint Task Force 76, the two-star CENTCOM command with responsibility for Operation Enduring Freedom.

## **MICHAEL W. COULTER**

Page 2

### **Special Assistant to the Deputy Secretary of State**

2003-2004

Senior South Asia, Arms Control and International Security, and Counterterrorism policy advisor to the Deputy Secretary of State. Shape Department policy and track developments.

### **Chief of Staff, Bureau of Political-Military Affairs**

2002-2003

Direct and manage the 300 person (military, civil service, foreign service, contractor) Bureau and budget. Senior and personal advisor to the Assistant Secretary on all policy and management issues.

### **Special Assistant to the Assistant Secretary of Defense for Political-Military Affairs**

2001 to 2002

Personal Advisor to the Assistant Secretary and the Bureau of Political-Military Affairs. Coordinate legislative strategies and support for Operation Enduring Freedom, to include coalition management, diplomatic support for military operations, and arms transfers.

U.S. SENATE, Washington, DC

1997 to 2001

### **National Security Legislative Assistant, Senator Chuck Hagel**

1999 to 2001

Personal advisor to the Senator for all issues under the jurisdiction of the Senate Committees on Armed Services, Veterans' Affairs, Intelligence, Appropriations, and Foreign Affairs for a Senator on the Foreign Relations Committee. Track legislative developments, prepare briefs, shape policy.

### **Legislative Correspondent, Senator John Warner**

1997 to 1999

Personal advisor to the Chairman of the Armed Services Committee for all issues under the jurisdiction of the Senate Committees on Armed Services, Intelligence, Appropriations, and Foreign Affairs.

## **MILITARY SERVICE**

### **Officer, U.S. Navy (Reserve)**

Leadership positions and active duty time within the Joint Chiefs of Staff, U.S. Central Command, U.S. European Command, NATO, and the Chief of Naval Operations.

## **EDUCATION**

**Master of Arts (MA) • National Security and Strategic Studies • Naval War College, Newport, RI**

**Naval Command and Staff Diploma • Naval War College, Newport, RI**

**National Security Executive Education • National Defense University, Washington, DC**

**Leadership Training, Language Training • Foreign Service Institute, Arlington, VA**

**Bachelor of Arts (BA) • Political Science • University of Maryland, College Park, MD**

## **NOTEABLE AWARDS AND RECOGNITIONS**

U.S. Secretary of Defense Outstanding Public Service Medal

U.S. Department of State Superior Honor Award (3)

Chairman of the Joint Chiefs of Staff Award for Distinguished Civilian Service

U.S. Army Superior Civilian Service Award

Global War on Terrorism (GWOT) Service and Expeditionary Medals

Afghanistan and NATO/ISAF Service Medals

## **NOTEABLE ACTIVITIES**

Council on Foreign Relations, Member

International Institute of Strategic Studies, Member

University of Maryland, BSOS Strategic Planning Committee, Board Member

City of Alexandria USS Alexandria Committee, Board Member

French American Foundation, Young Leader and Member

Chairman, Joint Chiefs of Staff Transition Team, Advisor to P-CJCS Mullen (2007)

Blue Executive Group, Support Navy Leadership development of new strategy (2006)

Veterans of Foreign Wars and various other Military, Officer, and Navy Associations, Member

**SUSAN J. CRAWFORD**

(b)(6)

## **EMPLOYMENT**

**Federal Judge, United States Court of Appeals for the Armed Forces - 1991 to September 2006**  
**Chief Judge - 1999 to 2004**

The Court was established by Congress in 1951 to provide civilian judicial oversight to the military justice system. It is composed of five federal civilian judges appointed by the President by and with the advice and consent of the Senate, and has worldwide criminal jurisdiction over all branches of the Armed Services. The Armed Services have adopted the Federal Rules of Evidence and Rules of Criminal Procedure similar to the Federal Rules of Criminal Procedure. Since 1984 its decisions have been reviewable by the Supreme Court of the United States by writ of certiorari.

**Inspector General, Department of Defense - 1989 to 1991**

The Inspector General is a civilian appointed by the President by and with the advice and consent of the Senate, to conduct, supervise, monitor, and initiate audits, investigations, and inspections relating to programs and operations of the Department of Defense. The Inspector General provides leadership and recommends policies for activities designed to promote economy, efficiency, and effectiveness in the administration of, and to prevent and detect fraud and abuse in, those programs or operations.

**Special Counsel to the Secretary of Defense - August to November 1989**

The Special Counsel provides advice and support on personnel and other administrative matters relating to the operation of the Office of the Secretary of Defense.

**General Counsel, Department of the Army - 1983 to 1989**

**Principal Deputy General Counsel, Department of the Army - 1981 to 1983**

The General Counsel of the Department of the Army is a civilian attorney appointed by the President to serve as the chief legal officer of the United States Army. The General Counsel provides policy and legal advice to the Secretary of the Army and other senior civilian and military officials of the Army on a broad range of issues, including; environmental law; procurement law; national security law; constitutional law; military and civilian personnel law; standards of conduct; international law; general litigation; real property transactions; fiscal law; and Freedom of Information Act.

**Associate and Partner, Burnett, Elswert & Crawford, P.A., Oakland, MD - 1977 to 1981**

**Assistant States' Attorney for Garrett County, MD - 1978 to 1980**

**Instructor, Garrett Community College, McHenry, MD - 1979 to 1981**

**Teacher and Coach, Radnor Township School District, Radnor, PA - 1969 to 1974**

High school history teacher and coach of women's interscholastic junior varsity field hockey, basketball, and lacrosse.

### **EDUCATION**

**New England School of Law, Boston, MA, J.D. June 1977, Cum Laude**

Activities: President, Student Bar Association  
National and Honors Moot Court Competition

Awards: Dean's Award; Arthur McClean Founder's Award; 1987 Outstanding Alumni of the Year

**Bucknell University, Lewisburg, PA, B.A. History, June 1969**

Activities: Student Senate; Judicial Board, Co-Captain Women's Field Hockey and Basketball Teams; Sailing Club; Kappa Delta Sorority

Awards: 1989 Outstanding Alumni for Achievement in a Chosen Profession; 1993 Female Athlete Alumni Achievement Award

**Mt. Lebanon High School, Pittsburgh, PA, High School Diploma June 1965, Cum Laude**

### **BOARDS AND COMMISSIONS**

**Chair, Bucknell University Board of Trustees - 2003 to Present**

**Bucknell University Board of Trustees - 1988 to Present**

**New England School of Law Board of Trustees - 1989 to Present**

### **BAR MEMBERSHIPS**

**Supreme Court of the United States**

**United States Court of Appeals for the Fourth Circuit**

**United States Court of Appeals for the Armed Forces**

**Maryland and District of Columbia Bar Associations**

**Edward Bennett Williams American Inn of Court**

### **SPECIAL AWARDS**

**Distinguished Daughter of Pennsylvania 2005**

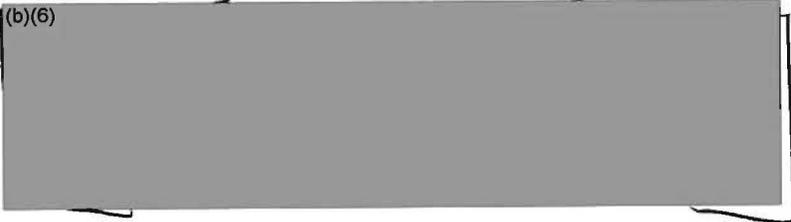
**Department of Defense Distinguished Public Service 1991**

**Department of the Army Distinguished Civilian Service 1989**

CURRICULUM VITAE

JACK DAVID

(b)(6)



**EDUCATION:**

Rutgers University, B.A. 1963  
Columbia University School of Law, LL.B.  
Cum Laude 1967 (Stone Scholar)

**PROFESSIONAL  
STATUS:**

Admitted to Bar of the State of New York (Dec. 21, 1967); United States District Court for the Southern and Eastern Districts of New York (April 10, 1969); United States Court of Appeals for the Second Circuit (Sept. 3, 1970); United States Supreme Court (Dec. 7, 1971); United States District Court for the District of Connecticut (1980); United States Court of Appeals for the First Circuit (1981)

**PROFESSIONAL  
EXPERIENCE:**

9/04 to present

Deputy Assistant Secretary of Defense  
for Combating WMD and Negotiations Policy  
(title of position changed from DASD for  
Negotiations Policy in 4/06 after earlier  
broadening of responsibilities)

6/02 to 11/04

-United States Chairman, Permanent Joint  
Board on Defense, Canada-United States,  
reporting to the President of the United  
States

7/96 to 6/02

- personal investments, consulting and  
writing

12/1/94 to 7/96

- private legal practice and investments

1/1/91 to 11/30/94

- Siller, Wilk & Mencher - partner,  
of counsel after 1/1/94

9/1/85 to 12/31/90  
- practice of law (solo)

5/1/84 to 8/31/85  
- Fenwick Stone Davis & West - partner  
in New York office

1/1/78 to 4/30/84  
- David & Finell - partner

10/1/75 to 12/31/77  
- practice of law (solo - with associate)

**EMPLOYMENT  
(continued)**

4/1/68 to 9/30/75  
- Willkie Farr & Gallagher - associate

6/1/67 to 3/31/68  
- Casey Lane & Mittendorf - associate

**PROFESSIONAL  
PRACTICE:**

Professional practice for 28 years included representation of foreign and domestic clients in predominantly civil litigation and regulatory proceedings, including trials and arbitrations, and also including regulatory and administrative proceedings before Securities & Exchange Commission, New York Stock Exchange, and National Association of Securities Dealers. Professional practice also included representation of foreign and domestic clients on corporate matters, including contracts, acquisitions, and business reorganizations. Clients included companies in the United States and abroad.

**PROFESSIONAL  
ACTIVITIES:**

Association of the Bar of the City of New York

Member: Committee on the Judiciary (1994)

Vice President (1991 - 1992)

Chair: Board of Directors ("Executive Committee") (1990 - 1991); Member (1987 - 1992)

Chair: Committee on the Bicentennial of the U.S. Constitution (1984 - 1988)

Chair: Committee on Federal Legislation

(July 1, 1981 - June 30, 1984). See attached Appendix for Articles by the Committee while I was Chair and which were published in the Record of the Association of the Bar of the City of New York.

Member: Second Century Committee (1982 - 1987)

Member: Committee to Preserve the Independent Role of the Federal Judiciary (1982 - 1985)

## **CIVIC**

### **ACTIVITIES:**

Council on Foreign Relations (1991 - )

Member: Independent Task Force on What US Southeast Asia Policy Should Be (September 2000-July 2001)

Member: Delegations to NATO (May 23-30, 1992 and March 5-11, 2000)

Member: Studies Group on Yugoslavia (1993 - 1994)

Member: Round Table on National Security Issues (1997- )

Member: Round Table on Terrorism (1998- )

Participant: West Coast Tour of U.S. Army, Air Force and Marine Desert Training Operations (March 6-9, 1994)

Participant: Tour of U.S. Army, Space Command, Air Force and Marine Operations (March 16-21, 1998)

Director/Trustee: International League for Human Rights (1972 - 1996)

Delegate to U.N. Subcommission on Human Rights (1984)

Delegate to U.N. Human Rights Commission (1987, 1988, 1989, 1990)

Director: Lawyers Committee for International Human Rights (1978 - 1986)

Member: New York City Commission on the Bicentennial of the U.S. Constitution (1985 -

1989) (Appointed by Mayor Koch)

Vice President: Australia American Studies  
Foundation (1989 - 1992)

Participant: The West/West Agenda -- Berlin-May  
1995, Washington DC-November 1996 and Brussels-  
November 1999

Participant: *Le Cercle* meetings, Washington DC  
December 2000, December 2001

**PUBLICATIONS:** "FREEDOM OF INFORMATION," 8 Review of Securities  
Regulation, No. 16, September 24, 1975

"The Violation of Human Rights in India," Case  
Studies on Human Rights and Fundamental  
Freedoms, pp. 475 - 531 (Marintus Nijhoff, The  
Hague, 1976)

The Blessings of Liberty (ed., Random House,  
1989)

"Inside Indonesia's Court," The Asian Wall  
Street Journal, March 5, 1997, editorial page  
(another version under the same title appeared  
in The Wall Street Journal on March 6, 1997,  
editorial page)

"Free Labor on Trial," The Forward, February 28,  
1997, p. 1

Various self-published essays on U.S. foreign  
policy issues 1989-2001

# Dr. Janine Davidson

## QUALIFICATIONS

### **Doctor of Philosophy, International Studies** *University of South Carolina 2005*

DISSERTATION: "Learning to Lift the Fog of Peace: The U.S. Military in Stabilization and Reconstruction Operations." (Defended "with Distinction" July 2005; CAMOS Dissertation Award)

### **Masters of Arts, International Studies** *University of South Carolina 2002*

THESIS: "Doing More with Less? The Politics of Readiness and the Use of U.S. Military Force."

### **Bachelor of Science, Architectural Engineering**

*University of Colorado, Boulder, 1988*

### **Study Abroad, Spanish Language Intensive**

*Morelia Mexico, 1999*

### **Distinguished Graduate, U.S. Air Force Squadron Officers School**

*Maxwell AFB, AL 1995*

## KEY EXPERTISE

Proven expertise across related disciplines addressing national and global security policy making and analysis.

Broad range of relevant teaching experience across diverse student bodies.

Recognized superior research and analytical skills.

Extensive operational experience in developing areas and conflict zones, as a former U.S. Air Force officer and pilot of the C-130 (first woman) and C-17.

Demonstrated capacity to apply theory to practice to drive organizational change across the U.S. government.

Excellent oral and written communication skills and public speaking abilities.

Dr Janine Davidson is an Assistant Professor, National and Global Security at George Mason's Graduate School of Public Affairs and a non-resident fellow at the Brookings Institution. She is an expert in the fields of international relations, foreign policy, stabilization operations, reconstruction, counterinsurgency and conflict transformation. As an experienced thought leader in the national security community, she is a leader in inter-agency capability development and coordination with a proven track record of initiating and driving organizational change. In 2008, she was a national security policy advisor for the Barak Obama presidential campaign and then a member of the president-elect's pentagon transition team.

From 2006-2008 she served as Director, DoD Stability Operations Capabilities in the office of the Deputy Assistant Secretary of Defense for Stability Operations. In this role, she oversaw the implementation of DoD Directive 3000.05, "Military Support to Stability, Security, Transition, and Reconstruction (SSTR)." She was also the Department of Defense lead for the Interagency Counterinsurgency Initiative, and led the development of the Consortium for Complex Operations, an innovative interagency project to enhance education, training, and performance in complex emergencies, including conflict prevention, peace operations, stabilization, reconstruction, and counterinsurgency.

Before joining the Department of Defense, Dr. Davidson was Director, Counterinsurgency Studies with the Center for Adaptive Strategies and Threats at Hicks and Associates, Inc, where she developed a reputation for excellence leading teams of analysts for counterinsurgency, terrorism, stability & reconstruction operations, Red Teaming and war-gaming. Dr. Davidson was an Associate and consultant at DFI Government Practice in Washington D.C. where she directed projects for the Office of the Assistant Secretary of Defense for Reserve Affairs and for the Air Force Directorate of Strategic Planning. From 2003 to 2004 Dr. Davidson was a pre-doctoral Research Fellow at the Brookings Institution where she researched doctrine, education, and training for stability and reconstruction operations.

From 1988 to 1998, Dr. Davidson served in the United States Air Force as an aircraft commander and senior pilot for the C-130 and the C-17 cargo aircraft. She conducted combat support and humanitarian air mobility missions throughout Asia, Europe, and the Middle East. As an instructor pilot, she also taught flying, aerodynamics, and navigation at the U.S. Air Force Academy. Dr. Davidson has also taught at Davidson College in North Carolina. Her forthcoming book, *The Fog of Peace*, examines the U.S. military's adaptation and learning processes for counterinsurgency and irregular war.

# PROFESSIONAL AND ACADEMIC EXPERIENCE

**Advisor, National Security and Defense Policy, Barak Obama Presidential Campaign (May 2007 – November 2008)**

**Member of President-Elect Barak Obama's Defense Agency Review Team (Nov 2008 – Jan 2009)**

**Assistant Professor for National and Global Security, Graduate School of Public Policy, George Mason University. August 2008- Present.**

**Non-Resident Fellow, Brookings Institution, Washington, D.C. August 2008 – Present.**

**Director, Consortium for Complex Operations, Office of the Assistant Secretary of Defense for Special Operations/Low Intensity Conflict, Pentagon, Washington, DC, Jan 08 – June 08**

- Directed the start up and launch of an innovative, web-enabled interagency community of practice/social network of civilian and military educators and trainers for stability operations, counterinsurgency, and irregular warfare.

**Director, Stability Operations Capabilities, Office of the Deputy Assistant Secretary of Defense for Stability Operations, Pentagon, Washington, DC, May 06 – June 08.**

- Supervise team of ten civilian and military action officers; provide policy advice to DoD leadership.
- Oversee institutionalization of stability operations and irregular warfare capabilities across DoD. Developed and implemented strategy for driving organizational change across DoD.
- Primary author of progress report on DoD Directive 3000.05, *Military Support to Stability, Security, Transition, & Reconstruction Operations*.

**Adjunct Professor, George Mason University, School of Public Policy, VA, 2005 – 2006**

- Teach graduate-level course in "Governance and Public Policies." Guest lecture in various national security and peace operations courses.

**Director, Counterinsurgency Studies, Hicks and Associates, Arlington, VA, April 2005 – May 2006**

- Directed projects and led teams of analysts in counterinsurgency, terrorism, stability & reconstruction operations, interagency coordination, Red Teaming and war-gaming for government clients.

**Consultant and Associate, DFI Government Services, Washington, DC, April 2003 – Jan 2005**

- Directed projects and supervised research teams for government clients on defense issues, including Headquarters, U.S. Air Force and Office of the Deputy Assistant Secretary of Defense for Reserve Affairs. Projects included 'rebalancing reserve forces' initiatives to assess active/reserve component mix and leverage civilian skills in DoD; and tactical air mobility study to optimize mix of airlift fleet.

**Research Fellow, Brookings Institution, Washington, DC, September 2003 – September 2004**

- Performed self-directed research on national security, stability & reconstruction operations, nation-building, military reserve affairs, and U.S. foreign policy.

**Visiting Professor, Davidson College, Davidson, NC, Fall 2002**

- Taught undergraduate courses on American Politics and Comparative Politics.

Assistant Director, U.S. State Department Fulbright Grant, Columbia, Summer 2002

- Lectured on foreign policy, co-developed curriculum, coordinated symposia and scheduled events for 6-week intensive U.S. foreign policy resident program for distinguished foreign academics.

Officer and Senior Pilot, United States Air Force, Multiple Global Locations, 1988-1998

- Cargo Pilot/Mission Commander: Lived abroad, planned, scheduled, and flew global airlift missions in support of numerous humanitarian and combat operations in Southeast Asia, Middle East, Far East, Europe, and United States. Piloted C-130 (Japan, 1990-1993) and C-17 (Charleston, 1993-1998).
- Instructor Pilot: From 1993-1996, developed and implemented ground-training program for over 700 U.S. Air Force Academy student pilots annually. Flew over 1000 instructional aerobatic sorties.

## PRINT PUBLICATIONS

*Fog of Peace*, book forthcoming 2009, University of Michigan Press.

"Introduction" U.S. Army Field Manual *Stability Operations* (FM 3-07), University of Michigan Press, (forthcoming Spring 2009).

"External Actors as Friends or Foes in Counterinsurgency," Book Chapter in: *Ending Insurgencies and Promoting Democracy*, Council for Emerging National Security Affairs.

"What the Troops Really Need," *Washington Post*, December 17, 2005 (Co-Author Dr. Tammy S. Schultz).

"Giving Peacekeeping a Chance: The Modern Military's Struggle over Peace Operations." *Small Wars and Insurgencies*, Vol. 15, No. 2 (Autumn 2004) pp. 165-181.

"A Citizen Check on War," *Washington Post*, November 14, 2003.

## ON-LINE MEDIA PUBLICATIONS

Small Wars Journal (on-Line):

- The New Army Stability Operations Manual: Fact, Fiction, and Perspective on FM 3-07," 20 October 2008. (<http://smallwarsjournal.com/blog/authors/janine-davidson/>)
- "Operationalizing the Comprehensive Approach: The Military as Enabler," 18 Feb 2009. (<http://smallwarsjournal.com/blog/2009/02/operationalizing-the-comprehen-1/>)

Washgintonpost.com on-line blog submissions:

- "Supporting Those Who Serve - All of Them," September 8, 2008.  
[http://voices.washingtonpost.com/inteldump/2008/09/supporting\\_those\\_who\\_serve\\_-\\_a.html](http://voices.washingtonpost.com/inteldump/2008/09/supporting_those_who_serve_-_a.html)
- "What's Wrong with Weak States," September 24, 2009.  
[http://voices.washingtonpost.com/inteldump/2008/09/strategy\\_in\\_afghanistan.html](http://voices.washingtonpost.com/inteldump/2008/09/strategy_in_afghanistan.html)
- "Is it The Economy (Again) Stupid?" September 29, 2008  
[http://voices.washingtonpost.com/inteldump/2008/09/is\\_it\\_the\\_economy\\_again\\_stupid.html](http://voices.washingtonpost.com/inteldump/2008/09/is_it_the_economy_again_stupid.html)

## ACADEMIC PRESENTATIONS

"The Politics of Dissent and the War in Iraq: The Role of Senior Military Leaders as Advisors and Critics," Presentation to 2006 Conference of the American Political Science Association, Philadelphia, PA.

"Small Wars to Nation Building: How Military Commanders Learn Non-Military Jobs," Presentation to 2004 Joint Conference of the International Studies Assn. and American Political Science Association for International Security Studies, Washington, DC.

"Nation-Building Nexus: What Counter-insurgency Doctrine Can Teach Us About Inter-Agency Coordination in Peace Operations," Paper presented at the 2004 Meeting of the International Studies Association, South Region, Columbia, SC.

Panel Discussant and Chair: "Responding to Multisource Security Threats," 2002 Joint Meeting of the International Studies Association, South Region and International Security Sections of ISA and APSA (ISA-SOUTH/ISSS/ISAC), Richmond, VA.

"The Paradox of America's Use of Force Since the Collapse of the Cold War," Paper presented at the 2002 Meeting of the International Studies Association, New Orleans, LA. Co-author: Jerel Rosati.

"Human Security, Evolving Norm or Passing Fad?" Paper presented at the 2001 Meeting of the Southern Political Science Association, Atlanta, GA.

"Pushing Norms: Constructing the National Security and Human Security Nexus," Paper presented at the Faculty Research Seminar, April 2001, University of South Carolina, Walker Institute for International Studies, Columbia, SC.

"The Pinochet Precedent: Forging Human Rights Standards in International Law," Paper presented at the 2001 Meeting of the International Studies Association, South Region, Winston-Salem, NC. Conference Award.

"The U.S. Military and Humanitarian Intervention: New Challenges or New Opportunities?" Paper presented at the 2000 Joint Conference of the International Studies Assn. and American Political Science Assn for International Security Studies, Denver, CO.

"It's Good to Be Chief: Presidential Authority to Use Force in the Post Cold War Era." Paper presented at 2000 Meeting of the International Studies Association, South Region, Birmingham, AL. Conference Award.

## PROFESSIONAL PRESENTATIONS AND PARTICIPATION

"Doctrine as an Engine of Change" (Speaker/Moderator) United States Institute of Peace "Passing the Baton: Foreign Policy Challenges Facing the Next Administration" conference Title: January 8, 2009.

"The Relevance of Current Counterinsurgency Doctrine and the Emerging Threat Environment," COIN of the Realm Conference, Brookings Institution, 22 October 2007, Washington D.C.

"Current Debates in Irregular Warfare and Stability Operations" CSOUTH Conference on Irregular Warfare, Miami Florida, 13 April 2007.

"Contending Theories in Stability Operations Education," Eisenhower National Security Series Integrated Education Conference, 8 August, 2006, Washington, DC.

"Micro-Foundations of Insurgent Violence," Irregular Warfare Working Group, 13 October 2005, Pentagon, Washington, DC. Co-author, Mark Smith.

"Learning to Fight The Four Block War," Special Forces Association, 30 September 2005, Falls Church, VA.

Task Force Member: "Future of Iraq" project, United States Institute of Peace, Fall 2005.

"Dealing with Failed States," Philip Merrill Center for Strategic Studies, Workshop on Irregular Warfare, Basin Harbor, VT, 8 June 2005.

"Congress and the President's War Plans in Iraq: Explaining Legislative Motives for Support," Panel Participant, Appalachian State University, 1 October 2002, Boone, NC.

"Terrorism in America: Assessing U.S. Foreign Policy and National Security Options after September 11." Panel participant for University of South Carolina International Baccalaureate Day, 10 October 2001, Columbia, SC.

## **FELLOWSHIPS, AWARDS, AND HONORS**

- **2006 Dissertation Award**, Committee for the Analysis of Military Operations and Strategy, American Political Science Association (APSA)
- **Pre-Doctoral in-Residence Foreign Policy Fellowship**, Brookings Institution, Washington, D.C., 2003
- **Governor John C. West Fellowship** – GINT Department's most competitive award, 2001
- **Competitive Selection**, Women in International Security (WIIS) Summer Symposium, 2000
- **Graduate Student 4-year Fellowship**, USC Graduate School, 1998
- **Instructor of the Year**, 12th Flying Training Wing, 1994
- **Military Medals**: Air Force Commendation, Air Force Achievement, National Defense, SW Asia
- **Air Force Vice Commandant Award for Leadership**, 1986
- **Undergraduate Academic Scholarship**, 4-year Air Force ROTC, 1984-1988

## **PROFESSIONAL ASSOCIATIONS**

- Council on Foreign Relations, Life Member since 2009
- Women in International Security (WIIS), Executive Board Member (Jan '09 – present)
- Senior Fellow/Mentor, Truman Democrats (Sept '08 – present)
- Council for Emerging National Security Affairs (CENSA) American Assembly Next Generation Project Leadership Team, Midwest Assembly 2007
- Committee for the Analysis of Military Operations and Strategy (CAMOS)
- International Studies Association (ISA) / International Security Section

- American Political Science Association (APSA)/ International Security and Arms Control Section

## **VOLUNTEER AND COMMUNITY SERVICE**

**Volunteer Tax Preparer, DC Cash, Washington DC, January - March 2004**

- Assisted low-income families with federal and DC tax preparation, e-filing, and financial planning.

**Disaster Preparedness Volunteer and Case Worker, American Red Cross, Columbia, SC, 1998-2001**

- Provided first level of contact and support for community and family emergencies; provided verification services for Red Cross emergency messages sent to service members deployed abroad.

**Community Service Coordinator, Charleston AFB, SC August 1996 - March 1998**

- Initiated mentor program to link military with at-risk youth, organized volunteers for area homeless shelter, planned and executed fundraising auction to benefit military families.

LYNDA C. DAVIS, Ph.D.

(b)(6)

September 2008

## **PROFESSIONAL EXPERIENCE**

### DOD Lead for Reform of Case/Care Management for Wounded Ill and Injured

Department of Defense lead for the reform of case/care management for all wounded, ill, and injured service members and their families. Collaborated with the VA and other federal agencies, state and local governments, VSOs/VBOs, business, academia and non-profit organizations to enhance clinical and non-clinical services provided across the full continuum of care from in-patient recovery to community based reintegration. 2007-present

### Deputy Assistant Secretary of the Navy

Responsible for policy and oversight of matters affecting Navy and Marine Corps active duty service members and families. Issues include recruiting and retention; training and education; active duty strength and compensation; health affairs and comprehensive casualty care; family support; morale, welfare and recreation; character, leadership development, and equal opportunity; intelligence and counter drug programs. 2006-present

### Defense Advisory Committee on Women In the Services (DACOWITS) – Vice Chair

Vice Chair of the Committee that provides advice and recommendations on matters and policies relating to the recruitment and retention, education and training, treatment, employment, integration, and well-being of highly qualified personnel, especially women, in the Armed Forces. Committee members conduct extensive, first-hand focus groups with service personnel, family members, military installations and military community resources and make recommendations to the DoD. 2003 – 2006

### Davis O'Connell, Inc. - President and CEO

Washington-based government relations firm providing technical consulting services to higher education institutions, school districts, municipalities, high technology firms and non-profit organizations in their work with the U.S. Congress, the White House and the federal departments and agencies. Areas of expertise: postsecondary education, economic development and workforce training, partnerships with business and industry, high technology applications to distance education. 1995 - 2006

### International Capitol Partners – Managing Partner

International Capitol Partners, LLC (ICP), a service-disabled, veteran-owned small business (SDVOSB) provides strategic advice, consultation and professional, administrative and management support services to business, industry and governmental entities. Formed after September 11, 2001, the ICP leadership team has a national reputation for effectiveness and a recognized expertise in the detection, prevention and response to homeland security and homeland defense challenges. 2003 - 2006

Florida Business Associates (FBA, Inc.) - Principal

Government relations firm based in Washington, DC, providing consulting services to Florida municipalities, corporations, colleges and universities on issues before the federal government. Areas of expertise: economic development, education and job training, high technology and science policy. 1991-1995

State of Florida, Washington Office - Director

Washington representative, public policy and political advisor for Governor Martinez. Liaison for the State's executive and legislative branches to the U.S. Congress, the federal departments and agencies and trade associations on federal legislation and budgets affecting the State. Oversaw \$4 billion in federal domestic program grants and \$10 billion in defense procurement/contract funds. 1987-1990

Florida Department of Education - Federal Relations Representative

Liaison for Commissioner of Education to the U.S. Congress, the executive branch and trade associations on federal elementary and post secondary education and job training programs. Analyst for authorizing and appropriations bills. Writer and lecturer on education. 1983-1986 in house; 1995-present external consultant

U.S. Department of Education - Legislative Specialist and Congressional Liaison

Analyst for Assistant Secretary for Legislation on federal elementary and secondary education programs including legislation, budgeting and regulations. Point of contact for congressional, executive branch and public inquiries on OPE program operations. Executor of national post secondary survey and coordinator of regional public hearings for HEA reauthorization. 1982-1983

Office of Management and Budget - Education Branch Budget Examiner and Regulations Analyst

Analyst in Education Branch for federal elementary education programs (ESEA, Impact Aid). Liaison to USED budget office and author of relevant budget request materials for submission to Congress. 1980 and 1982 as PMI

United States Senate Appropriations Committee - Education Budget Specialist

Analyst for Chairman Hatfield on federal spending for education programs. Author of legislative and report language, senatorial statements and press releases. Determined budgetary impacts and made policy recommendations. 1982 as PMI.

United States Senate Budget Committee – Human Resources/Intergovernmental Specialist

Analyst for Chairman Domenici on federal human services legislation. Liaison to authorizing committees developing block grants. Author of legislative and report language, senatorial statements and press releases. Lecturer on state/federal relations and block grant implementation. 1980 and 1981 as PMI

University of Southern California - School of Public Administration, Lecturer and Intergovernmental Human Services Consultant

Chair of University/public sector Task Force on Human Services. Teacher of graduate student and professional public administrators. Coordinator of guest lecturer program. 1979-1980

University of Southern California - School of Medicine, Clinical Instructor

Author and instructor of national training program in behavioral sciences. Researcher in clinical studies program. Manager of grants and contracts from federal, state and local agencies. Supervisor of 50 training staff. 1977-1980

Los Angeles County Department of Mental Health - Continuing Education Administrator

Author, administrator and evaluator of community-based training programs for psychologists, social workers and nurses. Instructor of client classes in behavior modification and gang conciliation. Coordinator of training staff. 1977-1980

California State University at Northridge - Department of Psychology, Associate Instructor and Community Services Specialist

Teacher of undergraduate courses in Psychology. Supervisor of research projects. Consultant to community service agencies and schools. 1975-1976

Sepulveda Veterans Administration Hospital - Department of Social and Community Psychology, Clinical Supervisor and Staff Educator

Trainer and supervisor of professional and volunteer staff. Planner and coordinator of community after-care programs for patients. Researcher in national medical test trials. 1975-1976

Isla Vista Medical Clinic - Director of Clinical and Social Services

Administrator of treatment programs for alcohol and drug abuse. Trainer and supervisor of clinical and volunteer staff. Liaison to city and county agencies for patient follow-up. 1974-1975

## **EDUCATION**

### Doctor of Philosophy (Ph.D.) in Public Administration

University of Southern California, December 1982

Specialization in Intergovernmental Relations and Human Services Management

### Masters of Public Administration

University of Southern California, June 1980

### Masters of Arts in Community/Clinical Psychology

California State University at Northridge, July 1977

Specialization in Community Services Development and Evaluation Research

### Bachelor of Arts in Developmental Psychology

University of Santa Barbara, June 1975

Specialization in Child Psychology and School Services Administration

### Associate of Arts

Orange Coast College, June 1969

## **MILITARY SERVICE**

United States Army Reserves, 1994 -1997

Attached to 0157 IMA DET U.S. Army Reserve

effective date 28 Sep 94

Florida Army National Guard, 1987-1994

Appointment as a Reserve Commissioned Officer of the Army

appointed 2LT on 25 June 88

appointed 53<sup>rd</sup> Sig Bde Public Affairs Representative AG, Info OFF

(AOC: 46A00) on 1 Jan 89

2LT ARNGUS date of rank 25 Jun 88

1LT ARNGUS date of rank 24 Jun 91

CPT ARNGUS date of rank 19 Aug 93

### *Commendations and Awards*

USA Superior Unit Award

USA Distinguished Unit Citation

USA Meritorious Unit Citation

FLNG Florida Service Ribbon

FLNG Florida Commendation Medal

Certificate of Achievement, US Army Signal Center and Fort Gordon

SOBC-RC Class, Outstanding Physical Stamina Iron Man Award June 15, 1990

Served in Europe during REFORGER 90

Served in stateside mobilization of FL units during Desert Storm

Served in stateside support of RFPB activities during Bosnia

(subsequently made two voluntary trips to Bosnia as a civilian to work with transportation of humanitarian supplies by U.S. Army in Tuzula)

Guard Advisory Group Member, National Guard Association of the United States, 1990-1995

Reserve Officers Association, 1995-present

## **POLITICAL EXPERIENCE**

### Contributor:

RNC, RPOV, Bush/Cheney 2000 and 2004

### Host Committee, Florida Victory 2000

Tampa 2000, 2001, 2002

### Host Committee, Once American Dream/Many American Dreamers

Republican National Convention, July 2000

### Host Committee, George W. Bush for President

Tampa and Jacksonville, 1999, 2000

### Finance Team, Republican Party of Florida

Florida Victory Committee 1999, 2000, 2001, 2002

### Transition Team Governor-elect Jeb Bush

Florida Washington Office, December 1998

### Host Committee, Jeb Bush for Governor

Tampa 1998, 2002

### Coalitions and Convention Volunteer

Bush/Cheney 2000

Dole/Kemp 1996 (Veterans)

Bush/Quayle 1992, 1988 (Veterans)

Reagan/Bush 1984

### Speaker of the U.S. House of Representatives Task Force on Communications

Advisor to Speaker Gingrich's Task Force addressing domestic policy for the newly elected Republican majority. 1994 -1995

### Republican Majority Transition Team of the U.S. House of Representatives

Advisor on domestic policy issues to key Team members. 1994 -1995

### George Bush for President Campaign, 1988, 1992

Outreach, Research and Drug Policy Team Volunteer

Assistant to Campaign Co-Chair, Governor Bob Martinez

Rules Team Member, Republican National Convention

Coalitions Volunteer, Republican National Convention

### The American Bicentennial Presidential Inaugural

Assistant to the Inaugural State Co-Chair, Governor Bob Martinez. 1989

### Republican Party of Florida, Volunteer for Press Liaison, 1987-1989

### Republican Women's Federal Forum Member, 1990

### Great Falls Republican Women's Club, 1998 - present

## **NON-PROFIT SERVICE – highlights**

### INMED: Partnership for Children

Board Member, 2002 – present

### National Council for Adoption

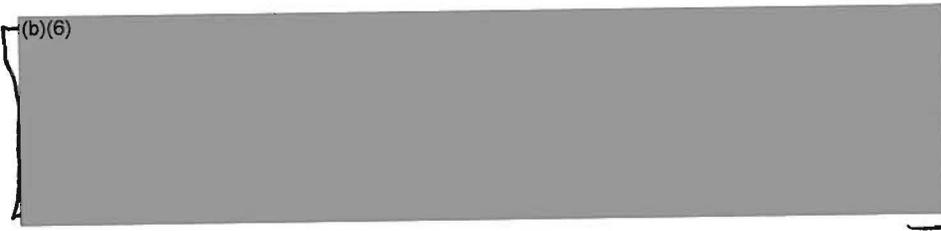
Board Member and Past Chair, 1998 – present

### St. Patrick's Episcopal Church

Parishioner and Vestry Member, 1980 – present

## PERSONAL/POLITICAL REFERENCES

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## PROFESSIONAL HONORS

Presidential Management Intern (PMI), Assignments U.S. Department of Education, Office of Management and Budget and the U.S. Congress, 1980-1982

Appointee National Task Force on Education, American Psychological Association, 1975-1977

Intergovernmental Human Services Coordinator, American Society for Public Administration, 1980-1982

## PROFESSIONAL PUBLICATIONS

Peterson, C.L., and Davis, L.C., "Training for and Consultation to Community Care Facilities." Creedmore Journal of Community Psychology

Stumphauzer, J.S., and Davis, L.C., "Training Asian American Mental Health Personnel in Behavior Modification." Journal of Community Psychology, 11(3), 253-258, 1983

Stumphauzer, J.S., and Davis, L.C., "Training Mexican American Mental Health Personnel in Behavioral Modification." Journal of Behavior and Experimental Psychiatry, 14(3), 215-217, 1983

Wolkon, G.H., Davis, L.C., and Staples, F.R., "Personality Changes and Compatibility in the Psychiatric Resident-Supervisor Relationship." Journal of Medical Education, 53, 59-63, 1978

Friedman, C.T., Yamamoto, J., Wolkon, G.H., and Davis, L.C., "Videotape Recording of Dynamic Psychotherapy: Supervisory Tool or Hindrance." American Journal of Psychiatry, 135(11), 1388-1391, 1978

Frank C DiGiovanni

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**Skills:**

Co-Lead of Joint Staff J-8's Joint Training Functional Capabilities Board (FCB) Working Group; extensive experience with Joint Capability Integration and Development System (JCIDS) and associated documents. Has written portions of an Initial Capabilities Document, and has analyzed the other follow-on capabilities documents. Has also reviewed and commented on the Chairman of the Joint Chiefs of Staff 3170 series Instructions governing the JCIDS process. Primary author of the Joint Training Functional Concept a JCIDS document that sets the strategic direction for joint training 8 - 20 years in the future. Has reviewed and contributed to several training policy documents to include DoD Directive 1322.18 "Military Training." Lead for Department wide training strategies for Urban Operations, Stability Operations, and Information Operations and supports the Interagency, Intergovernmental and Multinational training strategy. Lead for new Instrumentation Standards Framework and Policy for DoD military training. Comprehensive knowledge of DoD military training instrumentation, conceived ground breaking next generation instrumentation standard "Open Net-Centric Interoperability Standards for Training and Test" (ONISTT) key to joint force training and test system interoperability. Commanded 99 Range Support Squadron, supervised 110 personal (military and civilian) and 750 contractors. Was responsible for land and airspace management of 3.1 million acres and 12,000 sq miles of airspace making up the Nevada Test and Training Range (NTTR). Managed the NTTR's Major Range and Test Facility Base financial, acquisition, quality assurance, award fee and contract management process with an annual budget of \$65M. Served as the contract Functional Director (Contracting Officer's Technical Representative) for the omnibus operations and maintenance contract covering all 11 of Air Combat Command's Primary Training Ranges valued at \$54M annually. Extensive National Environmental Policy Act knowledge. Managed the legislative renewal of NTTR at the Air Staff, MAJCOM and unit levels. Won Air Combat Command's Airspace/Range Environmental Achievement Award for 1998 for ground breaking range residue clean up methodology. Commanded 4 Electronic Scoring Sites spread across 4 different states. Key task was to manage their use of the electromagnetic spectrum and work frequency deconfliction and federal frequency clearances. Thorough knowledge of the Planning, Programming, Budgeting and Execution System. Program Element Monitor at the major command and Air Staff levels. Served as Chief, Combat Air Forces Training Integrated Process Team in the Air Staff. Responsible for development, advocacy, distribution and execution oversight of \$4.7B, making up the entire United States Air Force's training modernization and

collective training operations and maintenance budgets covering procurement, research, development, test and evaluation and sustainment funding. Developed and provided advocacy for Program Objective Memorandum inputs for 6 different Future Years Defense Program (FYDP) POM exercises at the Air Staff, major command and unit levels. Developed the Resource Management Policy for the \$1.3B Training Transformation (T2) initiative and wrote the FY06-11 Program Plan for T2. Exhaustive experience coordinating with the Military Departments, the Joint Staff, the Combatant Commanders especially Joint Forces Command, the Executive and Legislative branches, the press, local governments and non-governmental advocacy groups. Has given training and environmental briefings to legislative staffers, members of congress and testified before Congress on the Range Readiness Preservation Initiative (Sustainable Ranges) in 2003 on a proposed law involving Integrated Natural Resource Management Plans. Developed concept of "Interdependent Test and Training Coalition" to further the Test/Training partnership. Defense Humanitarian Service Award "Operation Life Line" Islamabad, Pakistan, 2005

**Experience:**

May 2006 to PRESENT, Associate Director Military Training & Ranges, YA-03/343  
Salary (b)(6) Office of the Secretary of Defense, 4000 Defense Pentagon, Wash  
DC, 20301  
Supervisor (b)(6)

Responsible for overseeing all military training and range sustainability programs for Department of Defense. His responsibilities include Co Working lead of the Joint Training Functional Capabilities Board Working Group, policy and oversight of all DoD Service Training Capability modernization, the \$1.7B Joint National Training Capability (JNTC), the Range Readiness Preservation Initiative and the Sustainable Ranges program. He also leads the development of JNTC's Functional Training Strategy studies (Asymmetric Warfare, Information Operations, Joint Urban Operations, Integrated Operations), and Live, Virtual and Constructive Standards development oversight. He analyzes Service programs & drafts policy for the Office of the Under Secretary of Defense for Personnel & Readiness. He coordinates with Joint Staff, Service, Combatant Command & advises Congress on all military training and range sustainability issues.  
Supervisor (b)(6)

July 2003 – May 2006, Associate Director Joint Training,  
Colonel (O-6), Salary--(b)(6) Office of the Deputy Under Secretary of Defense  
(Readiness), 4000 Defense Pentagon Rm 1E537 Washington D.C. 20301

Responsible for overseeing all joint readiness training programs for Department of Defense. Researches and analyzes Service programs & drafts policy for the Office of the Under Secretary of Defense for Personnel & Readiness. Oversees Joint National Training Capability initiative valued at \$1.7 billion. Develops policy and oversees plans & programs to establish/sustain the Joint National Training Capability (JNTC). Member of

the Joint Training Functional Capabilities Board (FCB) and the Base Realignment and Closure (BRAC) Cross-Service, Ranges Subgroup. Coordinates with Joint Staff, Service, Combatant Command & advises Congress on all joint training issues

Supervisor: (b)(6)

November 1998 - July 2003, Chief/Dep Chief, Ranges, Airfields, & Airspace Operations Division, Colonel (O-6), 60 hrs/wk, Air Combat Command Directorate of Operations, HQ ACC/DOR, 114 Thompson St, Langley AFB, VA 23665

Led a 67 person Division at the Major Command level. He oversaw, developed and executed ranges and airspace access, Air Traffic Control and Airfield Management policy and training equipment requirements. He was the Command's focal point for all range and airspace related activity including operations, legal, environmental and public affairs. He was Functional Director for four contracts including the \$54M Primary Training Range Operations and Maintenance contract which covered all 11 Air Combat Command ranges. He was responsible for developing Command strategies for airspace and range access through negotiation with the Department of Interior, Native Americans, media and local/national elected officials. Chosen by the Air Force to testify before the House Resources Committee on Range and Readiness and Preservation Initiative. His testimony aided the passage of legislation modifying the Endangered Species Act. Led a SecAF-directed F/A-22 training study, developing a new business model that resolved F/A-22 air combat training instrumentation shortfalls. Authored the first ever-integrated air, space and information operations training concept of operation. On the equipment side, he wrote the requirement and fielded Air Combat Command's first-ever-global positioning system-based air combat training instrumentation system and put on contract the first new Air Force threat training system in 17 years. Stood-up two new ranges, one in New Mexico, supporting the German Air Force and a second in Texas, supporting the entire Air Force bomber fleet. Served as HQ ACC, Contingency Action Team Director, transmitted order directing deployment of 55 percent of ACC's aircraft tasked to support Operation IRAQI FREEDOM. Balkans Combined Air Operations Center, Vicenza Italy "Outstanding Performer" April 2001

Supervisor: (b)(6)

June 1997 - November 1998, Commander, 99 Range Support Squadron, Lt Col (O-5), 60 hrs/wk, 99 Operations Group (now 98th Range Wing), Building 200, at Nellis AFB Nevada 89191

Commanded a squadron comprised of six flights in Nevada and four geographically remote-located electronic scoring sites located in Colorado, Arkansas, Utah and South Dakota with 110 personnel assigned and 750 contractors. Manages 3.1 million acre Nevada Test and Training Range. Directs all activities relating to resource management, acquisition/contract management, quality assurance, logistics, civil engineering/environmental management, communications, and human resource management to sustain Nevada Test and Training Range (NTTR) and ESS operations.

Oversees annual Operations & Maintenance budget of \$65M and \$425M in threat systems. Functional Area Chief and Chairman, Configuration Control Board. Developed ground breaking, \$9.0M project to remove and recycle 104,000 tons (4 Titanic's) worth of range residue. Received the HQ Air Combat Command's Environmental Achievement Award 1998

Supervisor: (b)(6)

August 1995 - June 1997, Range Policy, Requirements and Programming

Officer, Major (O-4), 60 hrs/wk, Headquarters Air Force, Directorate of Operations & Training, The Pentagon, Washington DC Rewrote the Air Force's policy directive on Training and Test Ranges, was the Program Element Monitor for all Air Force modernization and range operation and maintenance funding. Air Staff lead for environmental impact statement for the expansion of German Air Force Tornado ops at Holloman AFB. Briefing DepSecDef and Congressional members/staffs. He Chief of Staff of the Air Force directed assessment of Total Force air-to-surface ranges. Headquarters Air Force Directorate of Operations and Training--Action Officer of the Year--1996

Supervisor: (b)(6)

August 1992 - August 1995 , Combat Training Ranges Program Manager, Major (O-4), 60 hrs/wk, HQ Air Combat Command Directorate of Requirements, HQ ACC/DRS, Langley AFB, VA 23665

Manages the research, development, testing and acquisition of of range systems for the Combat Air Forces. Analyses current combat training range capabilities, them develops and coordinates detailed Mission Need Statements (MNS) and Operational Requirements Documents(ORD). Interprets stated range requirements for the acquisition commands and defense contractors. Represents operational users at the program development and contractor reviews. Evaluates alternative programs for cost and operational effectiveness. Reviews lab programs, determines applicability, and sets test criteria/reviews test plans. Represents the Combat Air Forces and the Air Education and Training Command with OSD, Air Staff, other Services, and industry. Life Member "Pi Alpha Alpha" the National Honor Society for Public Affairs and Administration Secretary of the Air Force/AQP Acquisition Team of the Quarter--1994

Supervisor: (b)(6)

Education:

Masters, Old Dominion (Norfolk Virginia), Public Administration, 1994  
Bachelor of Science, University of Arizona, Civil Engineering, 1980

Specialized Training:

Air Command and Staff College (Joint)--1993 Course Grade Outstanding Graduate  
Air War College (Joint)--2000 Overall Course Grade Outstanding Graduate  
USAF Flight Safety & Mishap Investigation Course--1988  
Environmental Risk Communication (Public Affairs)--1996  
Environmental Impact Analysis Process--1996  
Environmental Compliance for Commanders--1997  
Air Combat Command Squadron Commander's Course--1997  
Squadron Officer School--1983  
Marine Command and Staff College--1984  
Arizona State Board of Technical Registration--Engineer in Training—1980

### **USAF Aeronautical Ratings**

Senior Pilot and Navigator  
Flight Hours: 2063.2  
Aircraft Flown: F-15, A-37 and B-52

### **Major Decorations**

Defense Superior Service Medal  
Defense Meritorious Service Medal  
Meritorious Service Medal (4 OLC)  
Air Force Commendation Medal (1 OLC)  
Joint Service Achievement Medal (1 OLC)  
Global War on Terrorism Expeditionary Medal  
Global War on Terrorism Service Medal  
Humanitarian Medal  
Air Force Expeditionary Service Ribbon with Combat Zone Identifier  
Air Force Organizational Excellence Medal (3 OLC)  
Air Force Outstanding Unit Award (1 OLC)  
Combat Readiness Medal (1 OLC)  
Small Arms Expert Medal  
National Defense Service Medal with star device  
Air Force Overseas Long Tour Ribbon  
Air Force Overseas Short Tour Ribbon  
NATO Medal, Yugoslavia

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**Lawrence T. Di Rita**

**ldi@usa.com**

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**SUMMARY**

- Senior Washington policy and political expertise
- Former career naval officer/Decorated veteran of *Desert Shield/Storm*
- Joint Chiefs arms control negotiator/Executive Assistant to General Officers
- Extensive publication record on defense/foreign policy issues
- Current Top Secret Clearance and Senate Senior Staff Financial Disclosure

**EDUCATION**

- 1987 M.A. Johns Hopkins School of Advanced International Studies  
Economics; Area Studies (With Distinction)
- 1980 B.S. U.S. Naval Academy  
Engineering; Economics (With Distinction)

**PROFESSIONAL HISTORY**

- |  |  |
|--|--|
| <b>U.S. Senator Kay Bailey Hutchison</b><br><b>Chief of Staff/Legislative Director</b>       | <b>April, 1996 - Present</b><br><b>Washington, D.C.</b>      |
| <b>Phil Gramm for President</b><br><b>Policy and Issues Director</b>                         | <b>May, 1996 - March, 1996</b><br><b>Washington, D.C.</b>    |
| <b>The Heritage Foundation</b><br><b>Deputy Director, Foreign Policy and Defense Studies</b> | <b>May, 1993 - May, 1993</b><br><b>Washington, D.C.</b>      |
| <b>Joint Chiefs of Staff</b><br><b>Executive Assistant/Director for Int'l Negotiations</b>   | <b>June, 1991 - May, 1993</b><br><b>Washington, D.C.</b>     |
| <b>U.S. Guided Missile Cruiser USS Leyte Gulf</b><br><b>Combat Systems/Weapons Officer</b>   | <b>August, 1988 - May, 1991</b><br><b>Mayport, FL</b>        |
| <b>U.S. Aircraft Carrier USS Midway</b><br><b>Boilers Officer/Repair Officer</b>             | <b>December, 1983 - July, 1985</b><br><b>Yokosuka, Japan</b> |
| <b>U.S. Frigate USS Kink</b>   | <b>July, 1981 - July, 1983</b>                               |

**PUBLICATION HISTORY**

Numerous publications on defense, technology, national security, foreign policy, and economics for *Wall Street Journal*, *National Review*, *Washington Times*, *Naval Institute Proceedings*, *Christian Science Monitor* and elsewhere. Citations available upon request.

**LANGUAGES**

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### **Lawrence Di Rita**

A decorated combat veteran of Operation Desert Shield/Desert Storm, Lawrence Di Rita served in several ships and shore assignments in his naval career, including as Combat Systems Officer in USS Leyte Gulf (CG 55) during the war. After his return to the United States from the Gulf, Mr. Di Rita served on the Joint Staff under General Colin Powell. He was a Joint Staff representative to the NATO-Warsaw Pact negotiation of the Conventional Forces in Europe (CFE) Treaty in Vienna, Austria. He also served as Executive Assistant to the Joint Staff Deputy Director for International Negotiations, an Air Force two-star general. In that capacity, Mr. Di Rita managed the global negotiations schedule and multi-million dollar budget for a staff of 75 military professionals.

The U.S. Naval Institute in 1993 recognized Mr. Di Rita for excellence for his study of the effectiveness of advanced naval technology during Desert Storm. Previous at-sea tours include a four-year assignment to Yokosuka, Japan, with service in USS Kirk (FF 1087) and USS Midway (CV 41), the nation's oldest aircraft carrier, as Boilers Officer. Among his numerous military awards and decorations, Mr. Di Rita was named 1984 Pacific Fleet Engineer of the Year.

An expert on U.S. and international security affairs, Mr. Di Rita left the navy to become Deputy Director of Foreign Policy and Defense Studies at the Heritage Foundation in Washington, D.C. He managed the foundation's research agenda for all matters regarding U.S. national security policy. Mr. Di Rita published frequently on issues pertaining to the U.S. armed services, including budget, force structure, and deployment policy. He also wrote and lectured on U.S. policy towards NATO, Russia, and the former Soviet Union/Warsaw Pact countries.

In 1995, Mr. Di Rita left Heritage to join the Phil Gramm for President campaign as the Issues and Policy Director. Assembling and coordinating task forces of dozens of volunteer professionals across the full array of national issues, Mr. Di Rita developed policy positions, conducted press briefings, and represented Senator Gramm in public appearances.

Since 1996, Mr. Di Rita has been Chief of Staff and, previously, Legislative Director to U.S. Senator Kay Bailey Hutchison, Republican of Texas. He is principal policy advisor to the Senator, specializing in foreign policy and national security matters. He is responsible for a staff of approximately 80, located in Washington D.C. and five in-state regional offices, overseeing the execution of the legislative agenda, communications, constituent service, and administration.

Originally from Detroit, Michigan, Mr. Di Rita graduated with distinction from the United States Naval Academy. He has two Master's degrees, with distinction, from the Johns Hopkins University of Advanced International Studies (SAIS) in Washington, D.C. He speaks conversational Spanish and German, and reads Russian. Married to Therese Shaheen, he lives with his wife and daughter in Potomac, Maryland.

**Michael B. Donley**

Office: Hicks & Associates, Inc.

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Home:

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**EXPERTISE**

Over 26 years of experience in the national security community, including service in the Senate, the White House, and the Pentagon. Involved in strategy and policymaking at the highest levels and a recognized expert in national security organization, planning, and budgeting.

**BACKGROUND and MAJOR PROJECTS**

**Senior Vice President, Hicks & Associates, Inc. - 1996-Present**

- Special Advisor, Defense Reform Commission, Bosnia-Herzegovina, for State Dept.
- "DoD Views on CSIS Proposals for Organizational Alignment" for OSD, DA&M
- "DoD Continuity of Operations: Organizing for Oversight in OSD" for OSD, DA&M
- "Developing the Unified Command Plan for Homeland Security" for Joint Staff J-5
- "Joint Concept Development and Experimentation Campaign Plan, FY02" for USJFCOM
- "Review of NATO Membership Action Plan" for Romanian Ministry of Defense
- Support to the National Defense Panel
- "Joint Requirements & Resource Processes" (2 parts) for Joint Staff J-8
- Support to Secretary Cohen's Task Force on Defense Reform
- "OSD: Creating a New Organization for a New Era" for the Deputy Secretary of Defense

**Senior Fellow, Institute for Defense Analyses - 1993-1996**

- Senior Consultant, Commission on Roles and Missions of the Armed Forces
- "Joint Staff Organizations, Functions and Manpower Review" for Director, Joint Staff
- "Top Four" Project for the Chairman, Joint Chiefs of Staff
- Advisor to State Department's Equip and Train Program for Bosnia-Herzegovina

**Acting Secretary of the Air Force [7 months] - 1993**

**Assistant Secretary of the Air Force [Fin Mgmt & Comptroller] - 1989-93**

- Responsible for all CFO functions, including budgeting, cost, and economic analysis

**Deputy Executive Secretary, National Security Council - 1987-89**

- Responsible for current Intelligence support to Natl Security Advisor and NSC staff
- Supervised the White House Situation Room and NSC C4 support
- Chaired interagency groups on Crisis Mgmt Procedures and Continuity of Government
- Delegate, US-Soviet "Hotline" Working Group

**Director of Defense Programs, National Security Council - 1984-87**

- Authored "Basic National Security Strategy" and other key Presidential directives
- NSC Representative, Defense Resources Board
- Responsible for President's quarterly meetings with the Joint Chiefs of Staff
- Conceived and organized the "Packard Commission" on Defense Management
- Coordinated White House policy on the Goldwater-Nichols DoD Reorganization Act

**Professional Staff Member, Senate Armed Services Committee - 1981-84**

- "Comptroller" for the full Committee and staff liaison to Senate Budget Committee
- Responsible for Preparedness Subcommittee, readiness, O&M accounts, munitions

Legislative Assistant, U.S. Senate - 1979-81

Editor, *National Security Record*, The Heritage Foundation - 1978-79

#### EDUCATION

B.A. and M.A., *Magna Cum Laude*, International Relations, University of Southern California  
Program for Senior Executives in National Security, Harvard University  
PhD Candidate, Georgetown University [current]

#### MILITARY SERVICE

U.S. Army, 1972-75: XVIIIth Abn Corps, 5th Special Forces Group (Abn)  
Intelligence and Parachute Schools  
Defense Language Institute (Spanish)

#### PUBLICATIONS

*Controlled Distribution* (Presidential Directives, late 1980s):  
Basic National Security Strategy                      Interagency Procedures for Crisis  
Defense Reorganization                                      Management  
Unified Command Plan                                      Continuity of Government

#### *Open Sources*

"Rethinking the Interagency System" (Pt.1) H&AI Research Paper (Forthcoming March 2005)  
"Reforming Bosnia-Herzegovina's Defense Institutions" *NATO Review*, December 2004.  
(Co-author)  
"Homeland Security: The Difference Between a Vision and a Wish" *Public Administration Review*, September 2002. (Co-author)  
"Enhancing the USAF's Pacific Posture" *Armed Forces Journal International*, September 2002.  
(Co-author)  
"Reading Strategy Between the Lines" *ANSER Journal of Homeland Security* (on-line), August 2002.  
"Why We Wait to Select a New Chairman" *Defense News* (on-line), September 2001.  
"Should DoD Establish a Joint Budget?" H&AI Research Paper, June 2001.  
"Toward a New Process for Joint Force Development" Background Paper for the National Defense Panel, October 2000.  
"Global Reconnaissance-Strike" *Armed Forces Journal International*, June 2000. (Co-author)  
"Rethinking US Combat Airpower Modernization" H&AI Research Paper, April 2000. (Co-author)  
"U.S. Organization for High Command" Seminar for PFP Parliamentarians, George C. Marshall Center, July 1997.  
"Inside the White House Situation Room," *Studies in Intelligence*, Fall 1996. (Co-author)  
"Prospects for the Military Departments" *Joint Force Quarterly*, Autumn 1996.  
"Progress Towards Jointness" H&AI Research Paper, June 1996.  
"Problems of Defense Organization and Management" *Joint Force Quarterly*, Summer 1995.  
"Thinking About FYDP Reform" Working Group Paper, 63d MORS Symposium, June 1995.  
"Building a New Defense Consensus" *Joint Force Quarterly*, Autumn-Winter 1994-5.

## Michael Donley

- Over 25 years of experience in the national security community, including service in the Senate, White House, and Pentagon.
- Recognized as an expert in national security organization, planning, and budgeting; involved in strategy and policy making at the highest levels.
- Extensive understanding of DoD policies and procedures.
- Focused on issues related to defense management, organization, and reform.
- In depth knowledge of the Goldwater-Nichols DoD Reorganization Act of 1986.
- Participant in DoD transitions (1980-81, 1992-93) and NSC transition (1988-89).
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### **Professional Experience**

**Hicks & Associates/SAIC**

McLean, VA

*Senior Vice President*

1996–Present

- Led major studies on the future of the Office of the Secretary of Defense, the Joint Requirements Oversight Council, and the Unified Command Plan.
- Special Advisor to international Defense Reform Commission in Bosnia-Herzegovina.
- Recently assisted OSD's Director, Administration and Management in consolidating and assessing DoD views on organizational realignments proposed by CSIS and others, and in identifying key DoD organization and management issues for CY05.
- During 2003, served as informal advisor to OSD on PPBS reform and participated in the Beyond Goldwater-Nichols project sponsored by CSIS.
- During 2002, assisted corporate clients in understanding the missions and organizational relationships among the new Department of Homeland Security, DoD, and USNORTHCOM, and in developing operational concepts and adapting defense technologies for homeland security markets.
- Led a team tasked by USJFCOM (J-9) to assist in preparation of its Joint Concept Development and Experimentation Campaign Plan for FY02, a high-profile publication central to DoD's agenda for joint transformation.

**Institute for Defense Analysis**

Alexandria, VA

*Senior Fellow*

1993–1996

- Served as senior consultant to the Commission on Roles and Missions of the Armed Forces, and participated in studies on the organization of the Joint Staff.
- Advised the Department of State on the establishment of a new Ministry of Defense in the Federation of Bosnia-Herzegovina.

**U.S. Air Force**

Washington, DC

*Acting Secretary of the Air Force*

1993

- Assistant Secretary of the Air Force (Financial Management and Comptroller) 1989–1993.
- Managed all CFO functions including budgeting, cost, and economic analysis.

### **Education**

Candidate for Ph.D., Government, Georgetown University, Current

Program for Senior Executives in National Security, Harvard University, 1986

M.A. and B.A., International Relations, University of Southern California, 1978 and 1977

**Michael Doran**

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**EMPLOYMENT:**

2005-	Senior Director for Near East and North African Affairs, National Security Council
2000-2005	Assistant Professor, Near Eastern Studies, Princeton
2002-2004	Adjunct Senior Fellow, Council on Foreign Relations
1997-2000	Assistant Professor, History, University of Central Florida
1996-97	Lecturer, Near Eastern Studies, Princeton
1990-94	Teaching Assistant, History and Near Eastern Studies, Princeton

**EDUCATION:**

1997	Ph.D., Near Eastern Studies	Princeton
1990	M.A., Near Eastern Studies	Princeton
1987	B.A., History	Stanford

**COURSES TAUGHT AT PRINCETON:**

The Historical Roots of the Bin Laden Phenomenon  
An Introduction to Middle Eastern History, 622-2000  
The Arab-Israeli Conflict  
The United States and the Middle East  
Political Community in the Modern Arab World (Grad Seminar)  
The Middle East in International Politics (Grad Seminar)  
Arab Nationalism (Grad Seminar)

**PUBLICATIONS:**

**Book:**

Pan-Arabism Before Nasser (New York: Oxford UP, 1999).

**Articles:**

"The Saudi Paradox," Foreign Affairs, Jan/Feb 2004, pp. 35-51.

"Palestine, Iraq, and American Strategy," Foreign Affairs, Jan/Feb 2003, pp.19-34.

"The Pragmatic Fanaticism of al-Qaeda: An Anatomy of Middle Eastern Extremism," Political Science Quarterly, Summer 2002; reprinted in The Impact of 9/11 on American Foreign Policy, Demetrios James Caraley, Editor, (New York: The Academy of Political Science, August 2002) 51-64.

"Somebody Else's Civil War," Foreign Affairs, Jan/Feb 2002, pp. 22-42; reprinted in four books, all edited by James F. Hoge, Jr. and Gideon Rose:

- 1) How Did This Happen?: Terrorism and the New War (New York: Public Affairs, 2001)
- 2) The New Terrorism: Threat and Response (New York: Council on Foreign Relations, 2001)
- 3) America and the World: Debating the New Shape of International Politics (New York: Council on Foreign Relations, 2002)
- 4) The War on Terror (New York: Council on Foreign Relations, 2003)

"Egypt: Pan-Arabism in Historical Context, 1945-2000" in L. Carl Brown, ed., Diplomacy in the Middle East: The International Relations of Regional and Outside Powers (London: I.B. Tauris, 2001) 97-120.

#### **BOOK REVIEWS, OP-EDS, AND OCCASIONAL PIECES:**

"Intimate Enemies," Washington Post, 18 February 2004.

"Beware the Islamist Backwaters," Beirut Daily Star, 27 January 2004.

"The Two Faces of Saudi Arabia," New York Times, 4 January 2004. (Excerpt from "The Saudi Paradox")

"Saudi Arabia, America's Ally and Enemy," International Herald Tribune, 23 December 2003.

"The Key to Peace Is a Stable Gulf," New York Times, 12 April 2003.

"Fighting Faith," Washington Post Bookworld, 26 December 2002, reviewing The Two Faces of Islam: the House of Sa'ud from Tradition to Terror by Stephen Schwartz.

"Desperate Measures," Washington Post Bookworld, 28 April 2002, reviewing Jihad by Gilles Kepel and In the Name of Osama bin Laden by Roland Jacquard.

"Gods and Monsters," The Guardian, 8 December 2001. (Excerpt from "Somebody Else's Civil War")

"Two Turkish Tales," Washington Post Bookworld, 9 July 2000, reviewing Ataturk by Andrew Mango and Not Even My Name by Thea Halo.

#### **INTERNET PUBLICATIONS:**

"Leviathan Ascending?" Postscript to "Palestine, Iraq, and American Strategy," Foreign Affairs, Jan/Feb 2003; posted in June 2003 at: <http://www.foreignaffairs.org/20030401faupdate10219/>

michael-scott-doran/leviathan-ascending.html.

"Debate: U.N. Inspectors in Postwar Iraq," written exchange with Gideon Rose, sponsored by Council on Foreign Relations, posted 1 May 2003 at:  
[http://www.cfr.org/pub5922/gideon\\_rose/debate\\_un\\_inspectors\\_in\\_postwar\\_iraq.php](http://www.cfr.org/pub5922/gideon_rose/debate_un_inspectors_in_postwar_iraq.php)

**LECTURING FOR U.S. GOVERNMENT:**

- "The Shiite Question in Gulf Politics," lecture delivered at Buckley Air Force Base, Denver, CO, 19 September 2003.
- Participant, Digital Video Conference with US Embassy in Hong Kong, 9 June 2003.
- "Origins of Islamic Terrorism," lecture series delivered to Department of Justice/Attorney General of Hawaii, Anti-Terrorism Task Force Conference, Honolulu, Hawaii, 8-9 September 2003.
- "Origins of Islamic Terrorism," lecture series delivered to Department of Justice/Attorney General of Hawaii, Anti-Terrorism Task Force Conference, Honolulu, Hawaii, 19-20 May 2003.
- Speaking Tour in Ireland and the United Kingdom on behalf of US State Department, 7-15 March 2003.
- Speaking Tour in Hong Kong and Guangzhou, China on behalf of US State Department, 7-15 March 2003.
- "What Does bin Laden Want?" lecture delivered to Department of Justice, Criminal Division, Counterterrorism Section, Washington, DC 7 May 2003.
- "The Worldview of Al-Qaeda," lecture delivered to Department of Justice Regional Training, Anti-Terrorism Task Force, Dallas, TX, 13 August 2002.
- "The Worldview of Al-Qaeda," lecture delivered to Department of Justice Regional Training, Anti-Terrorism Task Force, Chicago, IL, 30 July 2002.
- "The Worldview of Al-Qaeda," lecture delivered to Department of Justice Regional Training, Anti-Terrorism Task Atlanta, GA, 16 July 2002.

**DANIEL P. FATA**

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**PROFESSIONAL EXPERIENCE**

**REPUBLICAN POLICY COMMITTEE, U.S. SENATE**

**Washington, D.C.**

***Policy Analyst, Foreign Affairs, Intelligence, and Trade***

**04/03-present**

- Serve as a member of Senate Republican Leadership staff and chief foreign policy advisor to Republican Policy Chairman Senator Jon Kyl (R-AZ);
- Work closely with key Senate Leadership, Committee, and White House staff;
- Manage national security and foreign policy issues including: transatlantic relations, War on Terrorism (Iraq, Iran, Afghanistan), intelligence, WMD proliferation, democratization, Asian security (North Korea, PRC, Taiwan), Middle East, and international trade;
- Coordinate ad hoc Senate working groups to develop legislative strategies and policy options; and
- Write policy papers, legislation, legislative notices and summaries; conduct policy briefings.

**REPUBLICAN POLICY COMMITTEE, U.S. HOUSE OF REPRESENTATIVES**

**Washington, D.C.**

***Policy Director, National Security and Foreign Affairs***

**12/01-04/03**

- Served as a member of House Republican Leadership staff and chief foreign policy advisor to Republican Policy Chairman Rep. Christopher Cox (R-CA);
- Drafted legislation, background papers, speeches, and statements; and
- Managed national security issues such as emerging threats, defense transformation, homeland security, missile defense, democracy promotion, human rights, NATO, Americas, and Asia.

**TECHFOUNDATION**

**Cambridge, MA**

***Chief of Staff***

**10/00-12/01**

- Provided CEO with strategic/operational advice and recommendations regarding 1) internal organizational priorities, development and personnel issues and 2) external relations;
- Coordinated with Senior Managers to develop and implement organizational-wide structures, policies, procedures, and communications; and
- Developed domestic and international governmental/corporate relations strategies.

***Director, Corporate Relations (TechMarketplace)***

- Designed and managed all components of a new corporate relations initiative, TechMarketplace, a business to nonprofit distribution outlet for high-tech hardware, software, and services; and
- Directed day-to-day operations, performed strategic (SWOT) analysis, conducted resource planning, budgeting, staffing, and corporate outreach.

**COUNCIL ON FOREIGN RELATIONS**

**Washington, D.C.**

***Assistant to the Vice President/Washington Director (Paula Dobriansky)***

**8/97-9/00**

- Functioned as Chief of Staff overseeing day-to-day operations for 30-person team. Responsibilities included budget, strategic and resource planning, staffing, and interdepartmental coordination; and
- Consulted on strategic, managerial, and policy-related issues with various U.S and international corporations, governments, and organizations. Developed relationships that led to dozens of collaborative projects in the U.S. and Europe;

***Coordinator, Atlantic Partnership Program (APP)***

- Conceived overall focus and thematic agenda for young leaders and opinion makers program; and
- Organized international roundtables and seminars examining critical transatlantic issues.

**THE BALKAN INSTITUTE**  
**Research Analyst**

Washington, D.C.  
1/97-7/97

- Authored the Institute's widely-distributed publications, *Balkan Watch* and *Military Watch*; and
- Provided policy recommendations to Institute's senior management and congressional staff.

**AMERICAN ENTERPRISE INSTITUTE**  
**Intern, Research Assistant**

Washington, D.C.  
01/95-08/95, 09/96-12/96

- Assisted two scholars in researching and publishing defense and foreign policy articles; and
- Contributed to the production of a documentary film (on German unification), and assisted in the establishment of a transatlantic foreign policy dialogue (AEI's New Atlantic Initiative).

**EDUCATION**

**BOSTON UNIVERSITY-THE GRADUATE SCHOOL**  
**Master of Arts: International Relations**

09/94-9/96

- Focus: European political/military issues; Achieved proficiency-level Spanish language ability.

**UNIVERSITY OF CONNECTICUT**  
**Bachelor of Arts with Honors: Political Science**

09/90-5/94

- Honors: University Honors Scholar in Political Science 1994, Political Science Senior Thesis Writing Award 1994, University New England Scholar 1993, Dean's List: Fall 1992-Spring 1994.

**ADDITIONAL EXPERIENCE**

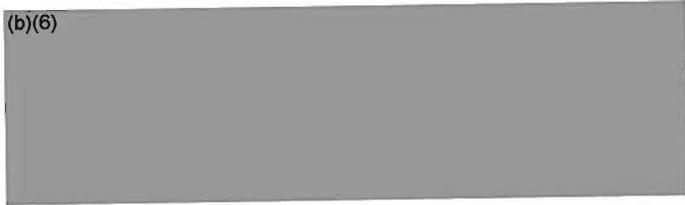
- Provide research, prepare analysis, and draft papers on a volunteer basis on national security issues for the Policy Department of the **Bush-Cheney '04 campaign** (contact: Joel Shin);
- Serve as **Co-Chair** of the Potomac Foundation's *Project on America's Security*;
- Awarded the **Republic of Lithuania's "NATO Star"** for efforts to advance its NATO candidacy;
- Participated as **one of 10 American delegates** for the first "U.S.-EU Young Political Leaders Conference," in Toledo, Spain sponsored by the U.S. Embassy in Madrid, May 11-14, 2001;
- Served as **Adjunct Research Fellow at the Potomac Foundation** conducting research on transatlantic security issues focusing on Central Europe and the Baltics, 1998-2000;
- Served as **Senior Advisor** to U.S. and European fact-finding delegation led by N.Y. Gov. George Pataki to Bosnia, Kosovo, and Montenegro organized by American Enterprise Institute, June 2000;
- Participated as **U.S. delegate** in the 18<sup>th</sup> annual "*Manfred Wörner Seminar for German-American Understanding*" sponsored by the German Ministry of Defense, May 5-16, 2000;
- **Conducted in-country research** with member of the **Swedish Riksdagen** (parliament) assessing Sweden's foreign and national security policy priorities, June 1999;
- **Conducted in-country research** at the **Lithuanian Foreign Ministry** analyzing post-independence foreign and security policy strategies, July 1998 and June 1999; and
- Traveled throughout Europe, Asia, and Australia.

PUBLICATIONS

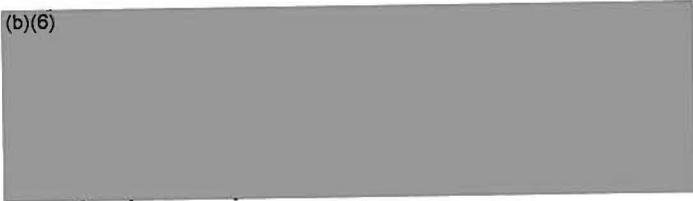
- Wrote dozens of policy papers for both the Senate Republican Policy Committee and House Republican Policy Committee;
- Authored book reviews as Contributing Reviewer for *National Security Studies Quarterly* including:
  - Book Review: *Fires of Hatred: Ethnic Cleansing in Twentieth Century Europe* by Norman Naimark, National Security Studies Quarterly, Volume VII, No. 4 (Fall 2001).
  - Book Review: *Hang Separately: Cooperative Security between the United States and Russia, 1985-1994* by Leon Sigal, National Security Studies Quarterly, Volume VII, No. 3 (Summer 2001).
- "Should NATO Maintain Its Open Door Policy to Allow More Countries to Join: Yes," Fort Worth Star-Telegram, May 10, 1999;
- "NATO's Next Round: Why Geostrategy Matters for Lithuania." Lithuanian Foreign Policy Review, Volume 98: 2, pp. 111-118;
- "Hope in the Baltics," The Washington Times, September 1, 1998; and
- "The Baltics: 'Non-Recognition' Redux," Strategy and Policy, June 4, 1997.

REFERENCES

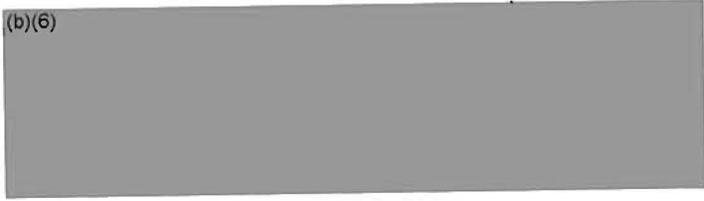
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**Michael Fenn, P.E.**

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### **Summary of Qualifications**

- Construction Programs and Project Manager with over twenty three years of leadership experience in the Department of Defense (DoD) for the management of construction projects and facilities management
  - Construction, to include:
    - Design-Build Projects
    - Design-Bid-Build Projects
    - Construction Project Quality Assurance
  - Design Management, to include:
    - Design Reviews
    - Design Quality Assurance
  - Program and Project Management
    - Construction Project Management
    - Facilities Management
- Highly effective and proven leadership; superb team building and interpersonal skills; outstanding performer. Outstanding ability to organize and lead diverse groups to achieve goals and objectives
- Expert knowledge of the DoD organization, programs and priorities, information management, acquisition program management, legislative, and procurement processes.
- Extremely adept at successfully leading change and managing high visibility, and often contentious, programs with little or no direction or oversight.
- Highly effective in working independently or in a group environment; quickly grasps complex subjects, develop results-oriented processes, analyze issues, and implement viable solutions in highly dynamic and fast-paced environments.

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## Professional Experiences

***Oct 04 – Present; Project Manager, Reservation Programs Manager Group Leader, GS-340-15 40 hours per week; Pentagon Renovation and Construction Program (PENREN), 100 Boundary Channel Drive, Arlington, VA 22202; Supervisor: (b)(6)***

- Perform as a Geographic IPT Group Leader for a 35+ person team, with responsibility for managing the personnel and activities of six Pentagon Reservation related Integrated Project Teams consisting of 35 personnel and construction program in excess of \$90M.
- Oversees and coordinates the activities with team members such as planning, design, budgeting, acquisition, contracting, scheduling, delivery and execution of new construction and renovation projects for the Pentagon Renovation and Construction Program Office.
- Provides direct supervision to the IPT leaders whose teams are matrixed organizations consisting of professional, technical, administrative, and clerical personnel assigned from supporting organizations to execute specific project responsibilities.
- Ensures the project plans comply with established master plans, that each project is coordinated and integrated into the overall renovation program and that quality projects are delivered on time and within budget.
- Ensures that projects comply with local and national construction codes and that state-of-the-art construction techniques are utilized.
- Performs supervisory duties to six Reservation IPT leaders who are primarily in grade GS-14 positions.

***Apr 03 – Oct 04; Cost Analysis and Estimating Team IPT Leader, GS-0801-14; 40 hours per week; Pentagon Renovation and Construction Program (PENREN), 100 Boundary Channel Drive, Arlington, VA 22202; Supervisor: (b)(6)***

- A team leader for a six-person Cost Analysis/Cost Estimating Team. Provided cost analysis and cost estimating support to the Pentagon Renovation Program that is in excess of \$1.5B.
- Developed and maintained a complete database of actual construction and Information Management Technology costs to use as a source for estimating new projects.
- Participated in a source selection panel for selecting a design-build construction agent for a \$15M construction project.
- Prepared Independent Government Estimate to compare against the contractor developed cost proposals.
- Participated in a team that refined the scope and cost for a \$300M Information Management Technology project.
- Reviewed Architectural and Engineering (A&E), construction, and design-build and Information management Technology statements of work.
- Reviewed conceptual designs and performance specifications to ensure compliance with project objectives and standards. Provided a cost analysis of design-build construction project valued at over \$900M.
- Assist in developing requirements and project cost/budget forecasting

- Served as a team leader for Impacts Assessment Team identifying and analyzing issues for incorporating a \$40M construction change to support the Pentagon's revised Command and Operations Center concept.
- Provided Cost Estimating support to PENREN projects to include:
  - The \$1.4B design-build renovation of the Pentagon Wedges 2-5 and basement renovation.
  - The Pentagon Athletic Center, a 75,000 square foot, \$47M design-build project.
  - The Pentagon Memorial Project, a \$25M design-build project primarily funded by private donations.
  - The Pentagon Library and Conference Center Project, \$32M design-build project.
  - Ancillary projects and smaller tenant space build-outs; approximately 30 miscellaneous projects valued at approximately \$44.5M.
  - ECP project at the Pentagon Alternate site estimated at \$47M.

**May 02 – April 03: Project Manager, GS-14 Equiv; 40 hrs per week; Plexus Scientific Corporation.; 1900N Beauregard Street, Alexandria, VA 20112 Supervisor:** (b)(6)

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- Project manager responsible for providing engineering consulting services to Headquarters, NASA and the Smithsonian Institution.
- Managed a variety of facilities operations and maintenance related projects.
- Provided engineering analysis and technical reports that included: engineering economics and cost analysis, preparation of project cost estimates, life-cycle costs analysis, facilities utilization reviews, facilities condition assessments, and maintenance operations reviews.
- Conducted studies of NASA real property inventory database, facilities sustainment costs, and facilities restoration and modernization requirements.
- Prepared for and conducted a week long Sustainable Design workshop for 50 senior NASA facilities construction and maintenance managers. Provided recommendations for improving business processes, sharing resources to gain efficiencies and correcting inequities among various NASA Centers.
- Reviewed and updated NASA policy guidance directives and program implementation manuals.

**Jun 98 - Jun 00: Deputy Commander, LTC 0-5, GS-14 Equiv; 40 hrs per week; Supervisor:** (b)(6)

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- Deputy Commander for an engineering and construction management organization consisting of 316 U.S. civilian and Japanese engineers, technicians and administrative support personnel executing a \$850 million annual design, construction, and environmental programs in support of U.S. Forces in Japan.
- Directly supervised all support staff to include, Information Management, Resource Management, Contracting, Logistics, Emergency Management, Safety, and Public Affairs Office.

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- Managed an organization with multi-disciplined engineers and technicians providing design and construction management for complex projects such as medical facilities, operational facilities and administrative buildings.
- Coordinated extensively with the installation engineer staff to address housing and facilities requirements.
- Managed an internal operating budget of \$17M to 99.9% execution.
- Monitored and reviewed the organization's accomplishment of goals and objectives as well as compliance with policies, procedures and directives. Implemented a new Vision and Goal setting that linked the process to the organization's operation and individual performance plans.
- Implemented a cultural and organizational change in life cycle project management process for the organization.
- Received the Army Engineer Association's deFleury Medal for outstanding performance.

**Aug 96 - Jun 98: Program Manager, MAJ 0-4, GS-13 Equiv; 40 hrs per week; Supervisor** (b)(6)

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- Program Manager for the Japan Host Nation Funded Construction and U.S. funded environmental programs valued at over \$850 million.
- Managed a large complex construction program that consisted of new construction as well as renovation of existing facilities.
- Planned, coordinated and developed new design standards for operational facilities, quality of life facilities, as well as family and unaccompanied personnel housing projects.
- Provided design review comments for variety of projects; reviewed specifications, material and equipment delivery schedules as well as installation standards.
- Led the District in fielding a System to Locate Survivors (STOLS) team that provides Urban Search and Rescue capability to the District and the U.S. Forces Japan.
- Led a team of engineers that successfully negotiated a bilateral agreement with the Government of Japan engineering staff for a complex facilities consolidation and relocation program of 84 facilities valued at \$2.7 Billion. Reviewed the facilities requirements with end state users and justified the funding and resources requirements to the Government of Japan engineers. Efforts lead to the team receiving a Vice President Gore's National Performance Review - Hammer Award.
- Nominated for and received recognition as the U.S. Army Corps of Engineers Military Officer of the Year.

**Jun 95 - Jul 96: Battalion Executive Officer, MAJ 04, GS-13 Equiv; 40 Hrs per week; Supervisor** (b)(6)

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- Deputy Commander and readiness officer for a 350 man engineer battalion with 200 pieces of heavy equipment.
- Directly responsible for road and bridge construction, base camp development and force

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protection construction to sustain a 3,000 man force deployed in Bosnia for a one year mission (Operation Joint Endeavor).

- Assisted in administering Brown and Root Construction contract that provided base camp and logistics support to deployed soldiers. Identified ways to reduce costs by shifting work from Brown and Root to Engineer Units; implemented processes to review requests made to Brown and Root for minor construction requirements.
- Successfully prepared and deployed the battalion to Bosnia with all equipment operational for a one year mission.
- Prepared a mine awareness training program that served as a model training regimen for all soldiers in the 2<sup>nd</sup> Brigade and the 1<sup>st</sup> Armored Division; this training program became a mandatory requirement for all soldiers deploying for Operation Joint Endeavor.

**Jun 94- Jun 95: Operations Officer, MAJ 04, GS-13 Equiv; 40 hrs per week; Supervisor**

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- Operations Officer for a 1200 man Engineer Brigade stationed in Germany. Directly responsible for readiness of the Brigade to conduct operations and accomplish assigned tasks.
- Planned, prepared and executed training and readiness exercises to prepare the Brigade for contingency operations.
- Constructed theater of operation roads and bridges.
- Planned, and executed the 50<sup>th</sup> Commemoration Ceremony honoring liberation of Southern France by writing extensive scope of work for several contracts to deploy and sustain a task force of 250. This task force deployed to Draguignan France for a two week period to execute three separate ceremonies. The ceremonies attended by over 3,000 guests, and dignitaries were flawlessly executed due to outstanding planning and execution; received Commander in Chief, U.S. Army Europe recognition for outstanding performance

**Jan 90 - Jun 92: Resident Engineer/Project Engineer, CPT 0-3, GS-12 Equiv; 40 hrs per week;**

**Supervisor:**

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- Directly responsible for all construction activities on Osan Air Base Korea.
- Supervised 13 U.S. and Korean National engineers with civil, mechanical and electrical disciplines. Managed an annual construction program of \$40M.
- Served as Contracting Officer's Representative for all U.S. Army Corps of Engineers projects on Osan Air Base. Also served as an Administrative Contracting Officer, negotiating and awarding all contract modifications for construction projects on Osan Air Base.
- Reviewed contract drawings, specifications, criteria and performance requirements. Negotiated with construction contractor for in scope modifications to construction contracts.
- Served as Project Engineer for repair and upgrade of the primary run way on Osan Air base. Directly supervised diverse and complex projects such as electrical systems upgrade, unaccompanied housing, Community Club construction, F-16 Aircraft Maintenance facility and a F-16 Aircraft Flight Simulator Facility.

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- Implemented the first Simplified Acquisition of Base Engineering Requirements (SABER) contract at Osan Air Base, thereby significantly reducing the procurement time for simple and minor construction requirements.
- Managed the first Combined Defense Improvement Program (CDIP) project at Osan Air Base estimated at \$10M.

***Jun 85 – Jun 89: Company Commander/Staff Officer, CPT 03, GS-11 Equiv: 40 hrs per week; Supervisor*** (b)(6)

- Commander of a 240 person combat engineer headquarters company; this company provides construction support to 18<sup>th</sup> Airborne Corps Rapid Deployment Force contingencies.
- Responsible for training, maintenance, education, and welfare of the 240 assigned soldiers.
- Responsible for training two vertical construction platoons to accomplish combat and peacetime construction missions.
- Deployed with the unit to execute various theater of operation construction missions in Honduras, Central America.
- Performed construction missions of building roads, contingency airfields, CMU school houses, well drilling, and helicopter landing pads.

***Oct 81 – Oct 84: Platoon Leader, 2LT 01, GS-09 Equiv: 40 hrs per week: Supervisor*** (b)(6)

- Supervised a section of 32 person troop engineer unit performing various construction mission in support of the U.S. Army Europe.
- Responsible for training, maintenance, welfare, morale, discipline, property accountability and readiness of the platoon.
- Participated in Grafenwoehr Range construction that consisted of building roads, tank trails, tank turn pads, targeting systems, and butler buildings.
- Completed installing some 31 culverts ahead of schedule within budget and to the highest quality in completing Grafenwoehr Range construction program in support of fielding M1 Abrams Tank.

## **Education**

B.S. Engineering Mechanics, United States Military Academy, West Point, NY, May 1981

M.A. Human Relations, University of Oklahoma, Norman, Oklahoma, May 1994

## **Training**

- Project Management Professional Course (Scheduled Jan18 – Feb 24, 2005)
- Federal Appropriations Law Course
- Design-Build Institute – Fundamentals of Design-Build
- Fundamentals of Systems Acquisition management (ACQ 101)
- Intermediate Systems Acquisition Course (ACQ 201A)
- Intermediate Systems Acquisition Course (ACQ 201B)
- NASA LEED Seminar
- Commonwealth of Virginia Basic Urban Erosion and Sediment Control Course
- OSHA Safety Officer Course
- Army Corps of Engineers - District Commanders Course
- Army Corps of Engineers - Security Engineering Course
- Army Corps of Engineers – Electrical Branch Circuits Course
- Defense Contract Law
- U.S. Army Engineer Officer's Advance Course
- U.S. Army Engineer Officer's Basic Course
- U.S. Army Command and General Staff College
- Construction Network Analysis Systems Course
- Asbestos Abatement Contractors and Supervisors Course
- Asbestos Abatement Project Designers Course
- Contingency Contracting Course
- Contracting Officer's Representative Course
- Negotiating Construction Contract Modification
- Government Contract Law Course
- Management of Defense Acquisition Contracts (Basic)

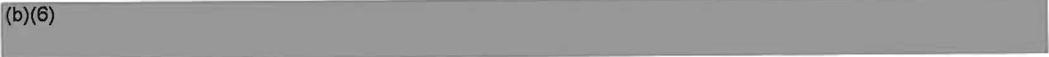
### **Achievements/Awards**

- National Performance Review – Vice President Gore’s Hammer Award (1998)
- Society of American Military Engineers – Federal Engineer of the Year Award – Army Corps of Engineers (1998)
- Army Engineer Association – deFluery Medal (2000)
- Numerous Performance and Service Awards

### **Professional Membership/Associations**

- Society of American Military Engineers
- Army Engineer Association
- West Point Society of D.C.

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**References available upon request.**

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**BIOGRAPHY**

**MR RICHARD J. DOUGLAS**

**SENIOR ADVISER FOR SENSITIVE ACTIVITIES  
PRINCIPAL DEPUTY UNDERSECRETARY OF  
DEFENSE  
IMMEDIATE OFFICE**

**PHOTOGRAPH**



**CURRENT ASSIGNMENTS:**

Senior Adviser for Sensitive Activities.

**PAST EXPERIENCES:**

Joined the Navy in 1974 at age 17. Served most of a five-year enlistment as a machinist's mate on attack submarine USS SILVERSIDES. Commissioned in the Naval Reserve in 1992. Reserve Lieutenant Commander (Intelligence) drilling at the National Military Joint Intelligence Center in the Pentagon.

Worked in the Senate from 2000 to 2005. General Counsel at the Intelligence Committee for Sen. Pat Roberts and Chief Counsel at the Foreign Relations Committee for Sen. Jesse Helms. Contributed to drafting and Senate passage of the American Servicemembers Protection Act. Extensive experience with intelligence and foreign affairs oversight, Executive nominations, Senate treaty procedures, legislative drafting, and congressional rules.

Prior to Senate employment, worked as a Justice Department lawyer. Managed extradition and judicial assistance with Spain and Mexico. Served for eight years as a U.S. Foreign Service officer, with postings in Mexico, Spain, and the U.S. Mission to the OAS.

Practiced law privately for nearly five years. Also served as a Pan American Health Organization legal officer and staff counsel at the National Association of Stevedores.

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**EDUCATION:**

University of South Florida (BA); American University's Washington College of Law (JD) and School of International Service (MA in Law and International Relations).

**PRIVACY ACT STATEMENT**

**AUTHORITY:** 10 U.S.C. 131

**PRINCIPAL PURPOSE:** To provide the Secretary, Deputy Secretary of Defense, the Executive Secretariat and the Principal Staff Assistants (PSA) with immediate access to biographical information on the OSD Staff personnel for purposes of facilitating interaction and communication in the exercise and discharge of assigned responsibilities and duties. The PSAs will only have access to those biographies for personnel who are employed, assigned or detailed to their perspective offices.

## Richard James Douglas

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- **LEGISLATIVE BRANCH EXPERIENCE – United States Senate**

**General Counsel, Senate Select Committee on Intelligence**, Chairman Pat Roberts (3/03-1/05). Advised Republican and Democratic members/staff. Staff responsibility for intelligence authorizing legislation.

**Foreign Policy Counsel, Republican Policy Committee**, Chairman Jon Kyl (1/03-3/03). Authored major policy papers on Iraq, North Korea, treaties, and other topics.

**Republican Chief Counsel, Committee on Foreign Relations**, Chairman Jesse Helms (5/00-1/03). Staff responsibility for treaties (e.g., Law of the Sea, extradition/MLATs, Kyoto Protocol, and Rome Statute), nominations, annual authorizing and other legislation (e.g., the American Service Members Protection Act). Advised on terrorism, counter-narcotics, intelligence, immigration, federal/state/foreign law, and Senate procedure. Worked with all Senate committees, the White House, Executive Branch principals, and senior foreign officials. Participant, 2002 European Union Visitors Program (Justice/Home Affairs).

- **U.S. EXECUTIVE BRANCH AND UNITED NATIONS SYSTEM EXPERIENCE**

**Department of Defense (4/05-Present)**: Special Adviser to the Undersecretary of Defense (Policy) on intelligence matters (Senior Executive Service).

**Department of Justice, Trial Attorney, Criminal Division, Office of International Affairs (9/98-5/00)**. Managed extradition and judicial cooperation by treaty with Spain, Mexico, Switzerland, and other governments. Hourly contact with foreign and U.S. prosecutors, judges, police and diplomats. Notable casework: **Matter of Aldasoro** (extradition of ETA terrorist, Spain); **Matter of Pinochet** (Spanish MLAT request). Litigation support to U.S. Attorney Offices nationwide. Interpreted Spanish for Attorney General.

**Department of State (Foreign Service) (1/86-2/94)**. Alternate U.S. Representative to the Organization of American States. Political/judicial affairs. Built interagency/ foreign support for U.S. goals at OAS General Assemblies in 1991, 1992 and 1993. Negotiated multilateral treaties. Superior Honor Award. **Principal Officer (Acting) and Vice Consul**. Bilbao, Spain. Managed Basque terrorism and political reporting, non-immigrant visas, and resources/personnel. Meritorious Honor Award. **Vice Consul**, Madrid, Spain, and Ciudad Juarez, Mexico.

**Pan American Health Organization/World Health Organization Legal Officer (7/98-9/98)**. Advised PAHO General Counsel on the International Organizations Immunities Act, U.S. privileges and immunities of PAHO and its international staff, and litigation at the International Labor Organization Administrative Tribunal.

- **MILITARY SERVICE**

**Naval Reserve**: Lt. Commander (Naval Intelligence) and drilling reservist. Mobilized post-9/11 for Operation Noble Eagle 10/01-3/02 at **National Military Joint Intelligence Center**. **U.S. Navy (Active)**: Enlisted in 9/74. Served as Machinist's Mate 2<sup>nd</sup> on submarine USS SILVERSIDES (SSN-679). Honorably discharged 12/79.

- **PRIVATE LEGAL EXPERIENCE**

**Attorney at Law**: Between 2/94-7/98 established, managed and marketed solo practice (with nationwide clientele) of immigration/citizenship, family, international, and other areas of law. Significant *pro bono* activity. Lectured at area law schools. Consular and visa practice mentor for foreign embassies. Authored articles on criminal procedure, maritime matters and visa procedures. 1985: Staff Counsel, National Association of Stevedores. Monitored maritime developments in Congress, the Maritime Administration, Federal Maritime Commission, Coast Guard, EPA, and other regulators of ports, longshore labor, and intermodal transportation.

- **PERSONAL**

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## RAYMOND F. DuBOIS, JR.

### EDUCATION

A.B., Princeton University  
Columbia University, Graduate Studies in Business Economics and Public Policy  
Georgetown University, Institute on Comparative Political and Economic Systems

### PROFESSIONAL EXPERIENCE

Ray DuBois is President of Potomac Strategies International LLC, a firm specializing in designing, developing and implementing domestic and international marketing strategies, as well as providing management and financial support for high technology companies. His focus is primarily on behalf of enterprises in the aerospace, defense electronics, telecommunications and telemedicine industries, helping clients to match their capabilities with opportunities to capture new business.

Mr. DuBois has more than twenty years experience in developing and managing successful global marketing programs for both commercial and governmental markets especially in the NATO countries, Korea, Japan, Philippines, Vietnam, Israel, Mexico and the member states of the Gulf Cooperation Council in the Middle East. His expertise has been sought by both small and large high technology clients based in U.S. as well as overseas.

From 1990 to 1995, Mr. DuBois was with the Digital Equipment Corporation as the Worldwide Marketing Director for the Defense Industries Group; prior to that he was the Director of Strategic Plans and Policies of the Aerospace, Defense Electronics and Government Group. In these positions, he directed the functions of market, systems and major program development to include market research and analysis, strategic planning and budgeting, policies and initiatives and marketing communications. In addition, he was responsible for crafting U.S. legislative and regulatory responses in favor of Digital's procurement and high technology initiatives as well as being responsible for the corporation's relationships with Washington based news media and industrial and investment analysts.

From 1987 to 1990, Mr. DuBois was the Director of Government Affairs for the National Education Corporation (NEC), where he managed corporate activities with the White House and all Departments and Agencies of the Executive Branch as well as both houses of Congress. In addition, he served as the Managing Director of the Federal Systems Division of Applied Learning International, NEC's largest subsidiary and the world's leading computer-based training company.

Mr. DuBois has served as the Deputy Under Secretary of the Army, where he was awarded the Department of the Army Distinguished Civilian Service Medal, and as a Staff Assistant to the Secretary and Deputy Secretary of Defense. In addition, he has held a variety of management, marketing and consulting positions in the private sector in the United States, as well as Brussels, London and Mexico City. From 1982 to 1988 he was a member of the Department of State Advisory Committee on International Investment, Technology and Development. He is currently serving as Chairman of the Planning Committee of the Corporate Advisory Council for the Communication, Culture, and Technology Program at Georgetown University.

Mr. DuBois served in the U.S. Army from 1967 to 1969, with his principal duty assignment as the Combat Intelligence Operations Sergeant, Task Force South, RVN where he was awarded the Army Commendation Medal.

**RAIG W. DUEHRING**

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**OBJECTIVE**

Assistant Secretary of Defense for Reserve Affairs.

**EMPLOYMENT**

EXECUTIVE DIRECTOR <i>Patrick Henry Center</i>	1999 - 2000 <i>Fairfax, VA</i>
ENDORSED REPUBLICAN CANDIDATE <i>U. S. House of Representatives</i>	1997 - 1998 <i>Minnesota 2<sup>nd</sup> Congressional District</i>
U. S. AIR ATTACHE TO THE REPUBLIC OF INDONESIA <i>Defense Intelligence Agency</i>	1992-1996 <i>Jakarta, Indonesia</i>

**EDUCATION**

MASTER OF SCIENCE, COUNSELING AND GUIDANCE <i>Troy State University</i>	1973 - 1975 <i>Troy, AL</i>
BACHELOR OF SCIENCE, HISTORY AND SOCIOLOGY <i>Minnesota State University at Mankato</i>	1963 - 1967 <i>Mankato, MN</i>
PROFESSIONAL EDUCATION	
• <i>Foreign Service Institute</i>	<i>Washington, DC</i>
• <i>National Defense University</i>	<i>Washington, DC</i>
• <i>Air Command and Staff College</i>	<i>Maxwell AFB, AL</i>

**EXPERIENCE**

- Ran all facets of daily operations for a national non-profit organization.
- Presently, Vice President, Duehring Enterprises, Inc.
- Ran only Minnesota challenger congressional race fully funded by NRCC.
- Worked alone and at the head of delegations in negotiations with civilian and military leaders of the Indonesian, German and Spanish governments.
- Senior military high-technology representative in Indonesia. Successfully negotiated contracts on behalf of American companies.
- Coordinated regularly with Departments of Defense, State, Commerce, Agriculture and the Export-Import Bank in commercial and political negotiations.
- Emissary to suppressed religious leaders in a Communist country as well as to resistance leaders in East Timor, Indonesia.
- Served overseas for 17 years in 6 different countries; 8 locations. Spent 13 years in NATO.
- Commanded or held senior positions in a succession of large defense organizations.
- Former fighter pilot; decorated combat pilot in Vietnam War (800+ missions).
- Held many security clearances and completed a DIA polygraph.
- Selected as the top senior leader, worldwide, in the USAF in 1988 (Sijan Award).
- Studied Indonesian and German; familiar with Spanish to a lesser degree.
- Devoted 500+ hours of voluntary service in Bush/Cheney campaign in northern Virginia.
- Founder of "Veterans for (VA Sen.) Allen"; member Virginia Veterans for Bush

**CROGG W. DUEHRING, Col, USAF (Ret)****BACKGROUND**

Jan 2001 – Present	DoD Transition Team	Member
Nov 2000 – Jan 2001	Bush-Cheney Transition Team	Member
Aug 2000 – Nov 2000	NOVA Victory 2000	Activities Coordinator
Jan 1999 – Present	Duehring Enterprises Inc.	Vice President
Nov 1999 – Jul 2000	Patrick Henry Center	Executive Director
Nov 1996 – Nov 1998	Minnesota – 02	Endorsed Republican Candidate For U.S. House of Representatives
Jul 1993 – Feb 1996	U.S. Embassy, Jakarta, ID	United States Air Attache
Apr 1992 – Jul 1993	DIA/Foreign Service Inst.	Student
Mar 1990 – Apr 1992	Zaragoza AB, Spain	Deputy Commander for Operations Vice Wing Commander
Aug 1986 – Dec 1989	Norvenich AB, Germany	American Community Commander
Aug 1984 – Aug 1986	RAF Bentwaters, UK	Chief, Wing Training, A-10 Pilot
Aug 1981 – Aug 1984	HQ USAF Europe	Assistant Division Chief, Tactical Fighter Operations
Jul 1980 – Jul 1981	Air Command & Staff College	Student
Nov 1978 – Jul 1980	RAF Bentwaters, UK	Flight Commander, A-10
Jul 1975 – Apr 1978	Langley AFB, Virginia	Fuels Officer (Supply)
Jul 1971 – Jul 1975	Craig AFB, Alabama	Flight Commander, Basic Jet Training
Apr 1970 – Mar 1971	Laos	Raven Forward Air Controller
Aug 1969 – Apr 1970	South Vietnam	Forward Air Controller
Apr 1968 – Apr 1969	Craig AFB, Alabama	Flight Training
Sep 1963 – Dec 1967	Minnesota State University	Student

**Regina E. Dugan, PhD**

(b)(6)

**Proven leader with** ... track record of building bold goals for technological change and inspiring outstanding teams to excellence in execution.  
... demonstrated ability to conceptualize present and future National Security challenges and to see around corners to new solutions.  
... experience in government and private sector environments from initial resourcing through product development to global sales & marketing.  
... the communication skills required to build financial, programmatic, and political support.

**Core expertise:** Counterterrorism, particularly defense against explosives threats. Field experienced in Bosnia and Africa during post-conflict humanitarian demining efforts. Integration/interdependencies of Defense, Homeland Security, private sector, and globally available commercial technologies on National Security objectives. Diversity challenges in science and engineering.

*Honors & awards (government and private sector)*

DARPA Program Manager of the Year, 1999

Bronze deFleury Medal recipient, the most prestigious award of the Army Engineer Regiment, 2000 (see citation)

Office of the Secretary of Defense Awards for Service and Achievement, 2000

Lead product and corporate leadership/vision selected by Frost & Sullivan for Product Differentiation Award (2008, RedX)

Popular Science, Best of What's New (2008, RedX)

*Technology vision and strategic communication*

Experienced international public speaker with articles, interviews, and/or full programs in *Science*, *The New York Times Science Times*, *The New York Times Circuits*, *Forbes*, *The Wall Street Journal*, *The Discovery Channel*, *National Public Radio*, *the AAAS Science Report*. Recent products featured on *CSI: Miami*, *Discovery Channel's 'Extreme Engineering'*, and in *A&S International*, *Security Management*, *Chemical Technology*, *The Future of Things*, *Scientific American*, *MIT's Technology Review*.

*Senior advisory panels and National Security studies:*

Led DARPA Task Force for Deputy Secretary of Defense on **Combating Terrorism** (1996)

Led DARPA Task Force for Deputy Secretary of Defense on **Alternatives to Anti Personnel Landmines** (1998)

Special Advisor/Task Force Chair for Vice Chief of Staff of the Army (General Jack Keane), **New Countermine Strategy for Enduring Freedom** (2001– 2003). Provided first key recommendations for use of armored vehicles in asymmetric battles such as Iraq.

DSB Executive Secretary for **DoD Responses to Transnational Threats** (1997).

Study Member/Technology Panel Co-Chair for DSB Summer Study, **Defense Science and Technology** (2002).

Study Member/Steering Group for DSB Summer Study, **Reducing Vulnerabilities to Weapons of Mass Destruction** (2007).

Current member of the **Defense Threat Reduction Agency S&T Advisory Panel** and the **Naval Research Advisory Committee** (NRAC).

Participant or study sponsor for additional efforts including ASB and JASONS studies.

*Internationally focused:* Knowledgeable about core concerns in Africa, particularly, and in other developing countries. RedX has representation in over 20 countries.

*Business and investment.* Roles as CEO of RedX and Dugan Ventures provide insight necessary to lead various S&T efforts to revitalize economic and defense competitiveness through technological innovation. This includes challenges in system engineering, the influence of execution speed on small business innovation, and the importance of private equity investment on product development, sales/marketing, and success in technology transition.

**Regina E. Dugan, PhD**

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**Experience:**

*President & CEO, RedXDefense, LLC (www.redXdefense.com)* 2005 – Present  
Founder of company. Led growth of company from initial technology licensing from University through complete product development, sales & marketing for hardware and software products. Suite of products focused on combating explosives threats in private, homeland security, and military environments domestically and abroad. Responsible for all financial, corporate, operational, legal, and research and development activities.

*Managing Partner/CEO, Dugan Ventures, LLC* 2001 – Present  
Founder of company. Primary responsibility for identifying new opportunities, due diligence, and investment transactions. Served in senior executive positions in three companies with responsibilities ranging from the development of strategic business relationships, legal and financial matters, as well as the building of a direct sales, marketing, and distribution capability throughout the US, Europe, and Asia. Responsible for over \$25M in fundraising and business development activities.

*DARPA Program Manager* 1996 – 2000  
Led a \$50M program focused on the development of an advanced, field portable system for detecting the explosive content of land mines. The “**Dog’s Nose Program**” was successful in the creation of several new products and in their follow-on transition to commercial and military customers. Participated in active mine clearance efforts in Mozambique and field tested equipment in both Africa and Bosnia.  
Co-led the \$50M Distributed Robotics program, one of rare multi-office programs. Responsible for internal DARPA study on technology transition successes and challenges.

*Research Staff Member, Institute for Defense Analyses* 1993 – 1996  
Lead or co-lead analyst on program topics ranging from Ballistic Missile Defense to Department of Defense BRAC issues. Led efforts to develop program at IDA to support environmental analyses for OSD.

**Education:**

*California Institute of Technology, PhD in Mechanical Engineering,* 1993  
*Summa Cum Laude*

*Virginia Tech, BS and MS in Mechanical Engineering,* 1984, 1985  
*Summa Cum Laude*

**Other:** Co-author of *Engineering Thermodynamics*, 1996. Inventor or co-inventor on 13 patents issued or pending. Co-chair of the Organization for Women at Caltech 1992 – 93. Former helicopter pilot.

**Political activities:** One of first million supporters of Obama campaign (2008) and loyal supporter throughout. Participant in National Security Forum Fundraiser in Washington DC.

**JAYMIE DURMAN**

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**SUMMARY:** Proven executive with 25 Years experience in private equity, a private holding corporation, private law firm and the United States Navy. Experience includes operational and financial management, strategic planning, budgeting, legal, human resources, logistics management, major asset and real estate transactions, mergers and acquisitions and information technology.

**EXPERIENCE:**

**Present                      RADIUS CAPITAL PARTNERS, LLC                      MARBLEHEAD, MA**

**PRINCIPAL**

Responsible for identifying, analyzing, due diligence and structuring strategic mergers and acquisitions and buyouts primarily in the areas of telecommunications and information technology. Lead role in raising financing for acquisitions.

**1992 - 2000                      MACANDREWS & FORBES HOLDINGS INC.                      NEW YORK, NY**

**1995 - Present                      SENIOR VICE PRESIDENT AND SPECIAL COUNSEL AND CHIEF OF STAFF TO THE CHAIRMAN**

**1992 - 1995                      VICE PRESIDENT AND CHIEF OF STAFF TO THE CHAIRMAN**

Macandrews & Forbes Holdings Inc. is a closely held company which has had controlling interests in Revlon, Sunbeam, Coleman, First Alert, Golden State Bancorp., TheWeddingChannel.com, Marvel Entertainment New World Entertainment, Meridian Sports, Consolidated Cigar, Macandrews & Forbes Worldwide, as well as a variety of technology related investments. Macandrews controlled entities with revenues of \$8 billion with 20,000 employees.

Chief of Staff and Operating and Administrative Officer with responsibilities in key areas:

1. **Chief of Staff to the Chairman:** Provided counsel to the Chairman and acted as an interface for all matters involving the Chairman. Oversight and management of the Corporate Staff. Traveled with the Chairman on all trips.
2. **Legal:** Responsible for general business legal issues including negotiation of aircraft purchase and sales agreements, negotiation of yacht purchase agreements incorporating multi-national issues. Duties also included negotiation of construction contracts and product-endorsement contracts. Involved in all aspects of employment law and negotiation of musical artist contracts.
3. **Budgeting:** Developed operational budgets for the enterprise. Established audit and review procedures and cost control mechanisms. Reviewed and updated budgets on a monthly basis.

4. **Human Resources:** Led and managed corporate staffs of 175, handling all personnel matters, including recruiting, employment, counseling and termination. Coordinated HR plans with operating companies.
5. **Security:** Responsible for managing corporate security services worldwide. Includes extensive global travel and interfacing with local law enforcement and security services throughout the world. Developed comprehensive facilities, security surveys and implemented appropriate security programs based upon those surveys. Also conduct personnel threat surveys and implemented programs to incorporate the recommendations.
6. **Real Estate and Major Asset Transactions and Logistics:** Leadership position with responsibility for identifying, analyzing and structuring commercial real estate transactions and major asset purchases including corporate facilities worldwide and aircraft bangers. Led multi-national negotiations to purchase and build a yacht. Identified, structured and led the purchase, sales and leases of aircraft and vehicles. Negotiated with airlines, car rental companies and hotels to provide highest level of service to employees at significantly reduced costs. Supervised multi-million dollar negotiations with several telecommunications companies. Supervised construction and renovation of projects of approximately \$150 million. Managed seven corporate aircraft, 200-foot yacht and large corporate vehicle fleet.
7. **Internet:** Evaluating Internet investments including recommendations on acquisition activities. Developing guidelines for strategic partnerships with content providers, technology companies and customer service providers.

1996-Present Director, M&F Worldwide Corp (NYSE: MPW)

1-1992

**MARKS & MURASE**  
**ATTORNEY**

**NEW YORK, NY**

Engaged in general business matters with a specialization in corporate combinations and intellectual property. Extensive experience negotiating with Japanese corporate officers.

#### **MILITARY EXPERIENCE**

1971-1990

**UNITED STATES NAVY**

1-1980

S-3 Viking Flight Officer (carrier based)

1980-1982

Office of the Chairman of the Joint Chiefs of Staff involved in arms control negotiations

1-1982

Aide to President Ronald Reagan

1-1983

Operations Analyst, Staff of the Chief of Naval Operations reviewing major weapons acquisition programs and plans

1-1986

Aide to the Chief of Naval Operations

1-1990

Military Assistant to the Director Net Assessment, Office of the Secretary of Defense involved in strategic planning and creating net assessments of US and Russian abilities to project power worldwide

**EDUCATION**

1989           GEORGETOWN UNIVERSITY JD  
1983           GEORGETOWN UNIVERSITY MA  
1977           UNITED STATES NAVY FLIGHT SCHOOL  
1975           UNITED STATES NAVAL ACADEMY BS

**EXTERNAL ACTIVITIES**

- Admitted to practice law in New York, New Jersey, Pennsylvania and Washington, D.C.
- Consultant, U.S. Department of Defense (1990- present)
- Brookings Institution Foreign Policy Advisory Board (1998 - present)
- Business Executives for National Security (1990-present)
- Highlands Forum. Information Technology Planning Forum sponsored by the Department of Defense C3I

(b)(6)



## ***Robert L. Earl***

### **Biographical Sketch**

Robert Earl currently serves as the Special Assistant to the Secretary of the Navy. He provides support, advice and counsel to the Secretary across a wide spectrum of defense issues, including the new National Security Personnel System (NSPS) and the administrative reviews of the status of enemy combatants detained by DoD at Guantanamo Bay, Cuba. Mr. Earl participates in the NSPS senior review group that is transforming the DoD civil service from a seniority-based system to a merit-based, pay-for-performance system. Other areas of responsibility include intelligence matters, the base closure process (BRAC), strategic planning, and transformational initiatives that affect the Quadrennial Defense Review, DoD business practices, shipbuilding, and the industrial base.

Mr. Earl formerly served as Special Assistant to the Deputy Secretary of the Department of Homeland Security, assisting the Deputy Secretary in integrating the elements of 22 government agencies that reported to the new Department on March 1, 2003.

Prior to returning to government service, Mr. Earl was in private industry as the Staff Vice President, Strategic Planning at General Dynamics. At GD's corporate headquarters he was responsible for the analysis of potential business acquisitions and mergers, as well as various planning activities or special projects directed by the CEO. He helped assess the U.S. chemical-biological defense market and the U.S. Homeland Security market, served in the corporate engineering department, coordinated defense industrial base sector studies, and drafted the corporation's "lessons learned" study on the Persian Gulf War.

Mr. Earl served for three years as the Deputy Director of the Industry Support Group, an *ad hoc* organization formed by the Aerospace Industries Association to coordinate industry positions on defense privatization, particularly on depot maintenance policy.

Before joining General Dynamics, Mr. Earl served as an infantry officer in the Marine Corps in a variety of command and staff positions in Virginia, California, North Carolina, Rhode Island, Washington, D.C., and overseas. In 1983 he commanded an infantry battalion that deployed from Hawaii aboard amphibious ships and reinforced the United States' component of the Multi-National Force in Lebanon.

In 1985 he served on the Vice President's Task Force on Combatting Terrorism, and subsequently served at the White House on the National Security Council staff, where he coordinated government actions against terrorism. From 1977 to 1980 he was the Assistant National Intelligence Officer for the Near East and South Asia at the Central Intelligence Agency. Mr. Earl also served in the Department of State, where he coordinated political-military issues in the office of East Asia, Regional Affairs.

Mr. Earl graduated from the U.S. Naval Academy with a B.S. in engineering. As a Rhodes Scholar, he received a B.A. and M.A. in Philosophy, Politics, and Economics from Oxford University, England. He also graduated with highest distinction from the Naval War College with an M.A. in National Security and Strategic Studies. He lives with his wife, Linda, and their two boys in Arlington, Virginia.

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**EXPERIENCE**

**1999-2003. Director, Government Relations, TRW, Inc.** Rosslyn, Virginia. (b)(6)

- Responsible for coordinating, integrating, and managing congressional activities for TRW's defense intelligence, and space programs.
- Provide direct congressional support to TRW's defense sector Presidents and CEOs.
- Annually develop and implement a congressional strategy designed to win support for TRW programs on Capitol Hill.
- Authored pamphlet entitled: How to Lobby Congress: A Workbook for Citizen Organizations.

**1995 - 1999. Senior Policy Advisor and Legislative Director, Office of Senator Jon Kyl (R-AZ), U.S. Senate, Washington, DC** (b)(6)

- Oversee development and implementation of Senator Kyl's legislative strategy in all areas.
- Manage activities of fifteen Legislative Assistants.
- Develop legislation in the areas of Defense, Foreign Affairs, NASA, Strategic Nuclear Issues and Intelligence.
- Represent Senator Kyl to other Senators and their staffs, policy groups, corporations, constituents, and Executive Branch officials.
- Manage general Senate floor debate and amendments.
- Author speeches and op-eds on behalf of Senator Kyl.

**1991 - 1994, Legislative Director and Legislative Assistant, Office of Congressman Jon Kyl (R-AZ), U.S. House of Representatives, Washington, DC** (b)(6)

- Developed legislation in areas of Defense, Intelligence, NASA, Strategic Nuclear Issues, and Foreign Affairs.
- Assigned legislative tasks and special projects to eight Legislative Assistants.
- Represented Congressman Kyl before corporations, state and local officials, military personnel, and constituents.

**1991-1994, Republican Committee Staff Member, Department of Energy Nuclear Facilities Panel, Armed Services Committee, U.S. House of Representatives, Washington, DC**

- Prepared DOE Panel for hearings, briefings, and meetings with officials on Nuclear Energy and Defense Nuclear Facilities.

**1985-1991. Legislative Specialist. Office of Legislative Affairs, Department of Defense, Strategic Defense Initiative Organization (SDIO), The Pentagon, Washington, DC**

- Represented SDIO before Senate and House Committees, National Security Council, U.S. Department of State, Arms Control and Disarmament Agency, and DoD agencies.
- GS 14

**EDUCATION**

**1988. MA in National Security Studies, Georgetown University, Washington, DC.**

# ERIC FANNING

(b)(6)

## EXPERIENCE

### **Commission on the Prevention of WMD Proliferation and Terrorism**

Washington, DC

*Deputy Director*

*May, 2008 – Present*

Deputy staff director to an independent Congressional commission, established as a follow-on to the work of the 9/11 Commission, and charged with assessing the nation's current activities, initiatives and programs aimed at preventing the proliferation of weapons of mass destruction and terrorism while providing a comprehensive strategy with concrete recommendations. Report is due to the President and Congress in November 2008.

- Hired staff of 30, with substantive expertise spread across counter-terrorism, non-proliferation/counter-proliferation, and intelligence analysis. Team includes detailed staffers from multiple federal agencies.
- Developed and implemented work plan for research, writing and editing of Commission report.
- Designed and oversaw all Commission meetings and hearings.
- Built and managed Commission budget. Forecasted to use less than half of \$2.7M Congressional appropriation.
- Managed teams responsible for interviewing more than 200 government officials, including cabinet secretaries, and non-governmental experts.
- Selected and responsible for directing communications team and publisher.
- (b)(6)

### **Communications Management Group (CMG)**

Washington, DC

*Managing Director*

*May, 2007 – May, 2008*

CMG provides strategic communication, public affairs, grass roots outreach, project management and event production services around the world. Clients included The Aspen Institute, The Defense Advanced Research Projects Agency (DARPA), Business Executives for National Security, Democracy Alliance, the Center for a New American Security, the Markle Foundation and the World Wildlife Fund.

### **Business Executives for National Security (BENS)**

Washington, DC

*Senior Vice President for Strategic Development*

*December, 2001 – May, 2007*

*Washington Regional Director*

*March, 2001 – December, 2001*

National, nonpartisan, nonprofit organization comprised of Fortune 500 CEOs and other senior executives, who work with top decision-makers in the Administration, Congress, the Pentagon and the Intelligence community to apply best private sector business practices to American national security issues.

- Responsible for all aspects of international policy and programs. Director of foreign trips – including planning; attending; briefings to Congress, senior military leaders and civilian appointees; written reports; and all substantive follow-up. Visited more than 20 countries for BENS (often repeatedly), including multiple trips to Iraq and Afghanistan. Extensive working relationship with many unified military commands, particularly CENTCOM and EUCOM.
- Directed strategic development operation, currently comprised of six regional offices (New York City, Atlanta, Kansas City, Dallas, Silicon Valley and Washington, DC). Responsibilities included hiring and managing all staff in these offices, developing annual department budget, coordinating financial and operations communications to the Board of Directors, and implementing the organization's long term growth strategy.
- Directed nationwide member recruitment, engagement and retention.
- Oversaw and attended national trips, including multiple visits to military installations across the country.
- Oversaw all membership development events, including securing VIP speakers, organizing policy

working groups, trips, and overseeing annual fundraising galas (300 to 1700 guests each) in New York, San Francisco, Dallas and Washington, DC.

- Responsible for all fundraising (\$7.1M goal for 2007), including the development and implementation of a nationwide major donor program (\$25,000 and above).
- Launched organization's first endowment campaign.
- Part of senior team responsible for all Congressional education programs; federal, state and local government relations; coalition building with other associations; and political candidate outreach.

**1800HomeCare.com**

Washington, DC

*Senior Vice President, Operations and Strategy*

1999 – 2000

- Developed and managed all operations of startup e-Business network that empowered home care providers to enhance their relationships with consumers of home care services by combining a national call center, an online service locator and customized provider Web sites.
- Managed, executed and integrated into daily operations all strategic partnerships, including Company's exclusive partnership with the National Association for Home Care, the industry's largest trade association.
- Designed and launched Company Web site incorporating the most accurate and comprehensive home care services locator on the Internet.
- Developed and implemented strategic plan for Company's customer service and consumer call centers. Determined what should be outsourced, what should be built internally, as well as coordination and funding for operations. Negotiated all contracts, and oversaw all hiring and management. Developed strategic and operational plans in conjunction with accessibility of funds through the Company's startup phase.
- Created and managed sales and marketing department which recruited 4,500 home care provider members in 3 months, a 30% market penetration on a start-up budget.
- Responsible for majority of Company's written products, including business plans, fundraising presentations, press releases and site content.

**Robinson, Lerer & Montgomery (RLM)**

New York, NY

*Senior Associate*

1998 – 1999

- Developed and implemented strategy to secure access for AOL broadband services on existing cable infrastructures. Coordinated and oversaw teams that traveled to major metropolitan areas where cable franchise agreements were up for renewal, developed strategies utilizing grass roots campaigns (consumer demand) and political outreach to local officials who were responsible for making these decisions (renewal concessions).
- Directed long-term study of cable shopping channels for client that was considering purchasing one to enhance its sales reach.
- Part of team responsible for the launch public relations of Oxygen Media (supervising partner held an ownership stake in Oxygen).
- Worked with senior client management, including CEOs, COOs and CFOs, to develop and implement strategic communications, branding and positioning plans.
- Wrote scripts, press releases, talking points and speeches, and handled media outreach.
- Projects included initial public offerings, deals and acquisitions, crisis management, quarterly earnings and investor relations.

**CBS News**

New York, NY

*Associate Producer, Foreign and National Desks*

1997-1998

- Investigated breaking news, produced and conducted on-camera interviews, and developed and pitched stories for all CBS New broadcasts.
- Acted as weekend senior on-site producer for all breaking foreign news.
- Coordinated the assignment of CBS camera crews and reporters around the world.
- Identified, hired and managed CBS News military commentators.

**The White House**

Washington, D.C.

*Associate Director of Political Affairs*

1996

- Counseled senior White House staff on issues relating to various constituency groups and the reorganization of related outreach and marketing efforts.
- Handled specialty press inquiries and drafted Presidential responses.
- Submitted weekly updates and briefings to the President.

**Department of Defense**

Washington, D.C.

*Special Assistant, Office of the Secretary of Defense*

1993-1996

- Coordinated and recommended strategies for the Secretary and Deputy Secretary of Defense for the handling of politically sensitive projects and policy development requiring multi-office integration and involving senior DoD officials and White House aides.
- Acted as direct liaison for the Secretary and Deputy Secretary between DoD, the White House and other federal agencies.
- One of two aides to the Secretary responsible for long term strategic planning involving reorganization of the Department of Defense, renovation of the Pentagon building (projected cost of almost \$2 billion) and staffing of senior-level appointments (including 46 positions requiring Senate confirmation).
- Coordinated DoD's participation in and support of the 1996 Atlanta Olympics, involving the deployment of thousands of troops.

**Committee on Armed Services, U.S. House of Representatives**

Washington, D.C.

*Research Assistant, Professional Staff*

1991 - 1993

- Member of a small political team formed to build a coalition of support for passage of the annual Defense Authorization Bill and to promote the Chairman's policy agenda in the House and on the national front.
- Worked as part of a team responsible for Chairman's strategic, long-range planning and scheduling.
- Tracked and advised Chairman on 1992 Presidential and Congressional elections.

**EDUCATION**

**Dartmouth College**

Hanover, NH

*Bachelor of Arts in History, June 1990.*

- Winner of Barrett All-Round Achievement Cup, Dartmouth's highest graduating award.
- Foreign study in Lyon, France.
- Member, Dartmouth Alumni Council (2007 – 2010 term)

## BRIAN DOMINICK FILA

(b)(6)

### PROFESSIONAL EXPERIENCE

Nov 2003 – Acting Director, Contingency Support and Migration Planning Office and Special  
Current Assistant to the acting Assistant Secretary of Defense for Networks and Information  
Integration/Resources

*ES-0301-01* (b)(6) – Leads a team of one GS-15 and 10 contractors developing, coordinating, and providing oversight of DoD policies and strategic plans for management and use of contingency telecommunications and information management systems as they relate to stabilization and reconstruction operations of the DoD worldwide. Oversees prioritization, allocation, and expenditure of Departmental appropriations, as well as Supplemental Appropriations of DoD and other Executive Branch Departments as they relate to military and civil stabilization and reconstruction operations. Provides fiscal oversight of Service communications support to all combatant commanders on matters relating to telecommunications support efforts, network-centric policy implementation as it applies to contingency, or potential contingency operations, including DoD policies and positions as they relate to the rebuilding of civil telecommunications infrastructure in areas of strife. Coordinates and integrates DoD positions with the entire USG Inter-agency including the Department of State, USAID, National Security Council, and Services. Interfaces with Congress, the U.S. Allies and international organizations on communications and information management issues pertinent to DoD. Executes the oversight responsibilities of the ASD (NII) in the areas of DoD-wide command and control (C2) as well as communications (C3), enterprise-wide integration, and information interoperability of deployed US military assets.

June 2003 – Office of the Assistant Secretary of Defense for Networks and Information Integration,  
Nov 2003 Resources Program and Budget.

*GS-343-15 Program Analyst* (b)(6) -- Leads communications budgetary and programmatic support to the Coalition Provisional Authority (CPA). Conducts extensive internal DoD coordination between CPA and the Department of the Army, The Joint Staff, and the office of the Under Secretary of Defense (Comptroller). Responsible for oversight of over \$150 million in contracts providing internal communications to CPA, in excess of \$300 million in military communications, and \$200 million in civil telecommunication reconstruction activity. Serves as a principal interface to the Office of Management and Budget (OMB), the Department of State (DoS), the Agency for International Development (USAID), the Trade and Development Agency (TDA), and the National Security Council Staff.

2002-2003 Office of the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (C3I), Resources Program and Budget

*GS-343-15 Program Analyst* (b)(6) Focal point for all telecommunications support efforts, network-centric policy implementation and budget activities relating to the FY03 Global War on Terrorism (GWOT) and Iraqi Freedom supplemental funding

totaling over \$600 million. Coordinated Armed Services and Defense Agency wartime requirements with the office of the Under Secretary of Defense (Comptroller) and the Office of Management and Budget. In addition, focal point for all resource issues relating to Tactical Intelligence and Related Activities for US Special Operations Command and both Joint Military Intelligence Program and National Foreign Intelligence Program resources for the National Security Agency.

- 2001-2002    Recalled to Active Duty in support of the Global War on Terrorism  
*CAPT (O-6 Select)* (b)(6) – CAPTAIN – Led over 200 active duty and reserve military personnel worldwide in support of GWOT for the Naval Criminal Investigative Service (NCIS). In addition, managed a program in excess of \$800,000 in support of counterterrorism and law enforcement operations worldwide. Military assistant to the Director. Established worldwide management system to maximize use of active duty and reserve military support to NCIS.
- 2000-2001    Office of the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (C3I), Resources Program and Budget  
*GG-132-15 Senior Intelligence Officer* (b)(6) – Led oversight and management of a \$500 million Federally Funded Research and Development Corporation responsible for allocation of 1500 staff years of technical effort (STE) involving integrated C4ISR systems that support joint U.S. and multinational military operations. Provided oversight of technical focus on the network-centric goals of the Department of Defense. Responsibilities included oversight of contractual obligations, performance, and delivery. Developed and executed a strategic plan to improve the cooperation between the Army and Air Force contract managers. Plan improved overall efficiency of the program by stabilizing STE allocations, refocused metrics on deliverables and efficiency vice execution, established a best practices program, ultimately led to a corporate, collaborative environment that maximized delivery of service to DoD.
- 2000-2001    National Defense University – National War College  
*GG-132-15 Senior Intelligence Officer* (b)(6)
- 1995-2001    Defense Intelligence Agency (DIA) – Office of Policy Support  
*GG-132-15 Senior Intelligence Officer* (b)(6) – Intelligence Advisor to the Deputy Secretary of Defense, Under Secretary of Defense for Policy, Assistant Secretary of Defense for International Security Policy, and Assistant Secretary of Defense for Command, Control, Communications and Intelligence responsible for daily intelligence support to the principal and their staff. Coordinated the intelligence support efforts to these principals from the Central Intelligence Agency (CIA), National Geospatial Intelligence Agency (NGA), National Security Agency (NSA) and DIA. Responsibilities included daily personal contact with the principal, requiring superlative oral and written communication skills, as well as a comprehensive understanding of Department and Intelligence Community operations.
- 1993-1995    Defense Intelligence Agency – Directorate for Joint Staff Support  
*GG-132-14 Intelligence Officer* (b)(6) – Intelligence officer responsible for Indications and Warning (I&W) intelligence for the Pacific and Europe. Coordinated I&W intelligence production for DIA and the staffs of the respective Combatant

Commanders. Represented DIA in Intelligence Community forums including the National Intelligence Council.

- 1991-1993 Office of the Director of Central Intelligence, National Intelligence Council  
*GG-132-13 Intelligence Officer* (b)(6) - Executive Assistant to the National Intelligence Officer for Warning, Charles Allen, responsible for national-level all-source intelligence production for the NSC. Managed production and was editor of the weekly I&W threat matrix disseminated to the Secretaries of the Executive Departments and the Executive Office of the President. Coordinated intelligence production with the CIA, NSA, the intelligence staffs of the military services, The Joint Staff, and Combatant Commanders worldwide. Manager of the National Warning Course for the CIA's Office of Training and Education providing instruction to senior intelligence community managers.
- 1990-1991 Defense Intelligence College - Defense Intelligence Agency  
*GG-132-13 Intelligence Officer* (b)(6)
- 1988-1990 Defense Intelligence Agency - Directorate for Joint Staff Support  
*GG-132-13 Intelligence Officer* (b)(6) - Senior watch officer in the National Military Joint Intelligence Center supervising four civilian, two active duty military, and four reserve military officers providing I&W intelligence and crisis support on the former Soviet Union, Eastern Europe, and Western Europe. Led crisis response support for the Joint Staff J-2 for the collapse of Eastern European and former Soviet republic governments. Responsibilities included I&W reporting directly to the Joint Staff Director of Operations and the Director of DIA.

## EDUCATION

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- 2000 MS - National Defense University, National War College
- 1995 MS - Defense Intelligence College
- 1982 BS - The Pennsylvania State University

## MILITARY EXPERIENCE

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- 1988 to Present U.S. Naval Reserve - Intelligence Officer assigned to OSD, DIA, CJCS/J-2, and the Naval Criminal Investigative Service. Currently the Director, Defense Intelligence Agency, Joint Reserve Unit responsible for over 800 Army, Air Force, Navy and Marine Corps reservists nationwide; Rank: Captain (O-6). Developed and executed a strategic plan that refocused support to the DIA Directorate for Human Intelligence. This plan brought two regional commanders (O-6) and over 800 reservists onto a common vision, mission, and strategic plan directly linking career development and training to potential mobilization assignments.
- 1982 to 1988 U.S. Navy - Intelligence Officer assigned to US Pacific Command, and Surface Warfare Officer on forward deployed USS NIAGARA FALLS (AFS-3)

(b)(6)

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NAME: James Richard Fitzharris

(b)(6)

MAILING ADDRESS:

(b)(6)

SUMMARY OF SKILLS: General managerial and supervisory skills of professional/technician/administrative/clerical personnel with experience in electrical, electronic and telecommunications support systems and in the development of heating ventilation and air conditioning requirements; experience in establishing master plans and ensuring that the project was coordinated and integrated in compliance to codes and standards and inspected/tested to ensure the product or system delivered was acceptable to the requirements defined by the customer; Supervisory/project leader experience in resolving problems, conflicts, preparing and presenting briefings and other issues effecting a project; have been a supervisor in the government since 1984 and have established job standards, performed evaluations as both a rater and senior rater, made selections, determined training needs, recommended awards/promotions and performed disciplinary actions including one case which resulted in dismissal as well as performed duties of a reduction in force and was the supervisor who had to hand out change of grade and termination actions.

EXPERIENCE:

May 1999-present; 40+ hours per week; Deputy Director (YC-0340-03) Pentagon Renovation and Construction Program Office (PENREN), (b)(6) Arlington, Virginia, 22202. Senior rater is (b)(6)  
Telephone number is (b)(6)

MAJOR TASKS:

I currently serve as Deputy Director of the Pentagon Renovation and Construction Office (PENREN), Washington Headquarters Services, Director Administration and Management, Office of the Secretary of Defense. As the Deputy Director, I lead an organization with an annual budget of approximately \$500 million and 450 government and contract personnel who manage and execute the PENREN program, Raven Rock Renovation, and numerous ancillary construction and Information Technology (IT) projects related to Pentagon mission and operations. I manage and direct the personnel and activities of several Integrated Products Groups and provide direct supervision of these Group leads. These groups are established to plan, manage, direct, and administer overall IT and construction projects and activities in each of the geographic areas of the Pentagon Reservation. The groups are matrixed divisions consisting of the professional, technical, administrative, and clerical personnel assigned from supporting organizations to carry out specific projects responsibilities. I manage overall strategic and programming aspects of the activities with team members; such as planning, design, budgeting, acquisition, contracting, scheduling, delivery, and execution of demolition, for IT and construction projects. I ensure these activities integrated with overall PENREN business

processes to achieve the overall strategic mission of PENREN. Furthermore, I ensure management oversight such that new technology can be proposed and incorporated into the Program with maximum efficiency and minimal budget impact. In addition, I manage integration of the project plans into overall strategic master planning efforts on the Pentagon Reservation. I coordinate extensively with other Directorate Deputies, to ensure all projects are integrated across the reservation. Lastly, I ensure cost and quality control systems are in place and in use, that delivery and other schedules are adhered to, that compliance with local and national codes, environmental, and safety requirements are observed, and that state-of-the-art construction techniques are utilized.

During my tenure with PENREN under WHS, I have also held the following positions:

May 1999- May 2002: Construction Operations Group Leader, GS-0340-15 and I served on a critical detail to COOP/COG for the DCIN network.

May 2002 – June 2005: Information Technology Director and I served on another critical detail as the RRMC Liaison, as well as on the Iraq Source Selection for Reconstruction.

June 2005 – September 2006: Construction and IT Advisor and Project Controls Group Leader.

May 1996 to May 1999; 40 hrs per week; Director (b)(6) of the US Army Information Systems Engineering Command – Pentagon Engineering Office (ISEC-PEO) a sub element of US Army Communications – Electronics Command (CECOM) in support of Program Manager Information Management and Telecommunications (PM IM&T) and the Pentagon Renovation Office (PENREN), (b)(6) Arlington, VA 22202.  
Senior rater was (b)(6)  
Telephone number is (b)(6)

MAJOR TASKS: As Director of ISEC-PEO our team provides matrix support in the areas of requirements definition, system design, installation, inspections, testing, cutover, security documentation, and reviews of subcontractor produced efforts in these areas. I supervise 27 Army civilians and 110 ISEC support contractors in addition this team coordinates and approves the actions of another 140 installation engineering teams providing actions to PM IM&T. We interface with a contracting office at Fort Huachuca, AZ for the 110 engineers/testers/security and installation personnel and interface with the PENREN Office for other contract actions. Our team ensures that PM IM&T will deliver products that keep the PENREN program on schedule and within cost. I directed the development of a technical requirements package and chaired the source selection boards technical and management panels for the Above Ground Telecommunications Backbone contract awarded via PENREN Acquisition Office to GTE for Wedge 1 and options for follow on wedges based on performance.

August 1994 to May 1996; 40 hrs per week; Deputy Director (GS-15 0854) of ISEC Fort Belvoir Engineering Office (ISEC-FBEO) and Special Tech Advisor to Program Executive Office – Standard Army Management Information Systems (PEO STAMIS). My senior rater was (b)(6)  
(b)(6)

MAJOR TASKS: This office provided direct engineering support to the PEO and various PM's. The primary mission was to ensure that standard computer systems were purchased as well as software developed utilizing well documented and tested procedures and fielded to the Army personnel and logistics commands. One of our team's goals was to work with the PM's

engineers and software developers and lead them to utilize off the shelf hardware and software products and where software had to be developed that the software maturity model standards were utilized. I also served as a special representative to the Army DISC4 on a reshape of the Signal Corps as a special team member on the IM FAA. Served as the person responsible for civilian job descriptions and PEO program management reviews for technical issues. I was the rater for 12 civilians and one military and senior rater for 40 other civilians.

December 1992 to August 1994; 40 hrs per week; Test/Quality Assurance Division (GS-14 0855) of the ISEC Fort Richie, MD, Test and Field Engineering section. The senior rater was (b)(6)

**MAJOR TASKS:** Served as chief of the Test and Field Engineering section for all areas of information technology, performed site inspections of facilities for suitability of the environment to handle IT systems in regards to building construction, power, back-up power and HVAC issues. Our team of 20 civilians and 10 military were responsible for final equipment checkout of government or contractor engineered/installed systems before turning them over to the customer. Our team developed test plans or utilized contractor developed government approved test/inspection procedures. Our policy was that we did not leave a site until all problems were identified and corrected unless the resolution of a fix would take weeks where we would return. We also provided to the customer on-site training in maintenance or other operational tips. We left the site with all documentation complete and provided an organizational telephone number for future work or problem areas. We wanted to leave the customer with the feeling that we were a value added test organization who not only inspected and tested but provided problem resolution experience.

October 1989 to December 1992; 40 hrs per week; (GS-14 0855) Chief of Engineering, Installation and Maintenance Section for the Test and Evaluation Command (TECOM) White Sands Missile Range, NM, Director of Information Management. Promoted to GS-14 in August 1990. Senior rater was (b)(6)

**MAJOR TASKS:** Served as chief of installation, Maintenance and Engineering Division over 168 personnel consisting of both GS and WG employees. As a supervisor, we established a two year plan to ensure tests scheduled for the range would have appropriate Information Technology (IT) infrastructure to gather test data. This plan served as the baseline of a procurement action that ended up with a \$100M range improvement program to be accomplished over a 6-8 year period. Further we established plans to upgrade facilities for power, back-up power, HVAC and expand floor space requirements at various IT facilities at the 4000 sq mile range. We reduced manning of the DOIM via a reduction in force and had appropriate contracts ready to pick-up outsourced work. Due to the large number of WG, WL and WS employees I really had to learn personnel rules and regulations and how to listen, negotiate and compromise. I never had the union disagree with one of my proposed solutions.

February 1983 to October 1989; 40 hrs per week; Branch Chief (GS-13 0855) of ISEC Europe (ISEC-EUR) Worms Germany for Secure Data and Command Control Systems; Promoted to GS-13 June 1984. (b)(6)

MAJOR TASKS: Served as branch chief for projects concerning secure data or voice, as well as all command and control IT issues for US European Command (EUCOM), USA – EUROPE (USAEUR), US elements at SHAPE and all US-NATO IT interfaces. These projects required knowledge of both US and NATO standards. I was TDY one year to SHAPE Belgium for the engineering installation testing and cutover of IT systems into a new underground bunker under construction at SHAPE. I interfaced with NATO IT personnel as well as the civil, mechanical and electrical engineers and architects responsible for building this facility. I ensured that IT facility requirements were understood and incorporated into their designs and that US IT systems that were to interface with NATO or other individual NATO elements were well understood, I was able to present cases for improved systems through formal procedures (via interpreters in some cases). I was also detailed for 27 months to Stuttgart Germany for the emergency relocation of the US EUCOM Command Center, DCINC and ambassadors building and staff due to asbestos issues. I again developed facility criteria for the construction engineers to incorporate into the facilities that we moved the people and systems into. I briefed at the Four Star level the timeline and cost required from an IT perspective and further joined with the COE elements in developing a joint timeline document. I ensured by weekly reviews of our IT design that schedules were met and costs were contained to our estimates. During these 39 months of TDY I still ran my branch back in Worms of 10 civilians and 8 military personnel bringing them to the above projects for on-site training as most were interns or LT's/junior CPT's. I also had the opportunity to serve as the engineer and test director in Munich Germany for PM European Telephone system for the hardware and software issues and problem resolution associated with a telephone switch modernization effort for all US Forces in Europe, this would lead to the installation of 156 telephone switches throughout Europe for the US military.

June 1972 to February 1983; 40 hrs per week; USA LT, [GS-07, 09, 11 and 12] for ISEC Fort Huachuca, AZ

MAJOR TASKS: Served as a secure IT engineer for the IT systems associated with the construction of a new bunker/command post at Tango in Korea, served as the lead IT engineer for a project that was installed at various NATO bunker/command posts in Europe called Selective Release Improvement Program (SELRIP) where I briefed what the systems were enabling them to do and also provided the facility criteria for power and HVAC to the appropriate engineering organizations and countries who operated the facilities, the project required over 300 days of TDY and was completed in less than one year which no one expected. Due to this NATO experience I was again given the opportunity to be involved at these same locations plus some additional sites for the upgrade of some intelligence gathering networks, again completed on time and within cost. I was loaned out to the Air Force to serve on a source selection team at Scott for a Red Switch and to help with on site engineering at an upgrade at MacDill AFB during 1982. I served as the Information Systems Command and the Army's RED/BLACK security engineering person on orders (80-83) to interface with NSA/DIA and DISA. I also had blanket travel orders for problem resolution and isolation and authority from the KO to call out the contractor for the Wideband Secure Voice Command and Control switch (AN/FTC-31) at various CINC locations during 81 and 82. I was fortunate in being selected as a member of study team assembled in late 1975 to develop a plan to move EUCOM to Belgium. This plan was disapproved but a third section of the SHAPE bunker constructed during 1985 was a result of this multidisciplinary team.

**OTHER REALTED INFORMATION:**

Owned and operated a Class B General Building, Light Construction firm in Sierra Vista, AZ from 1978-1982 employed an average of 6 personnel with a peak employment over 10 continuous months of 16 employees per week in residential home construction for framing and ceramic tile work.

Special Act Award EUCOM Relocation Study (1975)  
QSI and SSP for Command and Control and Secure Voice Engineering (1980 and 1983)  
Commanders Award for SHAPE Engineering (1987)  
Commanders Award for EUCOM Emergency Relocation Engineering (1988)  
Superior Civilian Service Award for Service to SHAPE and EUCOM (1990)  
Exceptional Performance Awards for Engineering and Supervisory Actions (Various)

**TRAINING/EDUCATION:**

Bachelor of Science in Electronic Engineering Technology, University of Dayton, Dayton, OH  
Supervisory course – supervisory one, manage workforce to budget, total quality management, organizational leadership for executives  
Engineering training various government short courses from three days to two months, i.e.; value engineering, system architectures, COR/source selection/specification writing, COMSEC/RED/BLACK courses, computer security

**LOWEST ACCEPTABLE GRADE: GS-15**  
GS-15 since august 1994 currently a step 6

**MILITARY SERVICE/VETERAN'S PREFERENCE:**

Honorable discharge US ARMY (SC-LT) March 1972 – March 1974, 5 point Veteran's preference

(b)(6)

**USAISEC-Pentagon Engineering Office**

(b)(6)

On cost, On schedule, Built for the next 50 years

## STEPHEN J. FLANAGAN

Creative strategic planner with extensive interagency experience at senior levels—NSC, State, DoD, and the Intelligence Community. Successful manager of large policy organizations in government and the private sector. Intimately familiar with governmental processes. Broad understanding of international security affairs. Specialist on Europe and Russia/Eurasia. Recent work on relations with allies and partners is East Asia and Latin America; familiar with U.S. global security cooperation activities and defense plans. Well known to senior foreign officials and officers in the U.S. and foreign armed forces. Served the Clinton Administration as NSC Senior Director for Central/Eastern Europe, National Intelligence Officer for Europe, and Associate Director, Policy Planning Staff, Department of State.

### **Current Position**

**Senior Vice President, Kissinger Chair, and Director, International Security Program, Center for Strategic and International Studies, Washington, DC. (June 2007–)**

Senior deputy to the President and CEO and director of the largest program in the Center. Oversee the work of a staff of about 60 personnel (15 senior scholars, 10 military and visiting fellows, 20 mid-level researchers, and 12 interns) involved in 25 projects with a total budget in excess of \$12 million. Lead fundraising efforts. Preside over and/or plan more than 30 high-profile conferences and events each year including presentations by senior foreign officials. Make presentations at major international conferences. Frequently interviewed by leading national and international broadcast media and newspapers.

Leading several projects on revitalizing U.S. alliance relationships including: a new strategic framework for U.S.–Turkey relations; a future vision of the U.S.–ROK alliance; and developing a new NATO strategic concept. Contributor to major CSIS reports on “Smart Power” and China’s use of “soft power.” Completed the book *Strategic Challenges: Americas’ Global Security Agenda* (2008) as well as a number of articles and op eds.

Extensive support (summer ’07) to General James Jones and the Independent Commission on the Security Forces of Iraq including briefings, drafting sections of and reviewing the Commission report, and preps for national press conference and Congressional testimony.

### **Previous Experience**

**Director, Institute for National Strategic Studies and Vice President for Research National Defense University (January 2000–May 2007)**

Shaped the Institute’s policy research, strategic gaming, conference, and publications programs. Managed the diverse activities of 73 civilian and military personnel and an annual budget of \$8.5 million, as well as efforts to secure additional program funding from other government sources and private foundations. Ensured the provision of timely, objective strategic analysis and gaming events to senior decision makers in the Department

*Stephen J. Flanagan*

of Defense and other agencies and support to NDU educational programs in international security and defense policy. Led active outreach program, including over 100 seminars and conferences annually. Active cooperation with other U.S. research centers and dialogues with foreign counterpart institutes and senior government officials in Asia and Europe.

Major accomplishments include influential projects on: globalization and national security, U.S. strategy for combating terrorism post-9/11 (for the NSC); defining the military's role in homeland security; adapting NATO and U.S. alliances with Japan, South Korea, and Australia; the new strategic triad; post-conflict stabilization in Afghanistan and Iraq; the rise of China and India; and a new approach to security in the Western Hemisphere. Also initiated two major new programs: strategic gaming for Members of Congress and senior executive branch officials (over 150 Members have participated), and interagency education for complex contingencies.

**Special Assistant to the President and Senior Director for  
Central and Eastern European Affairs, National Security Council**  
(July 1997–October 1999)

Advise the President, the National Security Advisor and other senior officials on U.S. policy toward twelve young democracies in Europe from the Baltics to Albania. Responsible for the development and coordination of U.S. policy toward this region on a broad range of political, economic, assistance, and security issues. Maintain extensive interactions with foreign officials, the Congress, independent analysts, and non-governmental organizations.

Major accomplishments and responsibilities included: development and implementation of the President's Southeast Europe Action Plan, the Polish-American Freedom Foundation, and the U.S.-Baltic Charter of Partnership; oversight of the accession of Poland, Hungary and the Czech Republic to NATO and of planning for the NATO Summit, including the Membership Action Plan and NATO's Southeast Europe Initiative; development of programs to support the "export" of successful lessons from Central Europe's democratic transition to Southeast Europe and the NIS; and management of relations with the "frontline states" during the Kosovo conflict and of post-war assistance to Southeast Europe, including the Stability Pact.

**National Intelligence Officer for Europe, National Intelligence Council,**  
(October 1995–July 1997)

Advised the Director of Central Intelligence and senior U.S. intelligence and policymaking officials (including Admiral Dennis Blair) on European issues, supported/represented the Director and other principals in interagency meetings, and managed the production of over a dozen National Intelligence Estimates and two dozen other major analyses. Supervised the work of two Deputy NIOs, a special assistant, various community analysts, and consultants. Extensive work on: the transition in Central and Eastern Europe; the conflicts in Bosnia, Kosovo, and Balkans; Turkey and the Aegean; trans-Atlantic political, economic, and security relations; NATO enlargement; and Russia's relations with Europe and NATO.

*Stephen J. Flanagan*

**Associate Director (1994-95) and Member (1989-1993)  
Policy Planning Staff, U. S. Department of State.**

In the former capacity, coordinated the work of six members of the staff on European, Eurasian, security, and certain economic issues. Conceived and worked to implement several key elements of post-Cold War U.S. European policy, including: the U.S. approach to the Conventional Arms Control (CFE) Treaty talks; NATO's adaptation and enlargement (including NACC and PFP); and adaptation of the OSCE for conflict prevention; Extensively involved in the development of U.S. policy on Central and Eastern Europe's economic and political transition; NATO's and OSCE's role in peacekeeping; the EU and transatlantic relations; Turkey; the Mediterranean region; Russia; and the NIS;. Represented the U.S. at NATO, EU and bilateral planning meetings. Member of U.S. delegations to several key NATO and OSCE meetings, including the 1991 NATO Rome Summit.

**Senior Fellow, Institute for National Strategic Studies, and  
Faculty Member, National War College, National Defense University, (1987-1989)**

Prepared papers and briefings for senior policymakers in OSD, JCS, and other agencies on national security policy and force planning issues. Published policy-related and scholarly articles and participated in/organized conferences. Extensive work on NATO conventional force planning and arms control options, including development of the initial U.S. approach to CFE. Work on national strategy, strategic arms control, and proliferation. Faculty duties included teaching seminars, giving lectures, and advising students in the National War College.

**Executive Director, Center for Science and International Affairs and  
Faculty Member, Kennedy School of Government, Harvard University, (1984-1987)**

Engaged in research, training, and teaching in international security affairs. Responsible to the Director for overall management of the Center for Science and International Affairs, including: overseeing the collaborative and individual research of 25 resident fellows; recruitment; development the Center's \$4.5 M budget; fundraising; supervising 10 support staff members; and liaison with 30 non-resident affiliates, other components of the university, similar research center, an advisory committee, and visitors. Faculty duties included teaching courses on international relations and advising students on academic and career matters.

**International Affairs Fellow, Council on Foreign Relations, New York;  
Research Associate, International Institute for Strategic Studies, London, (1983-1984).**

Wrote a book on NATO and several articles on European political and security issues. Extensive travel and research in Europe. Active in Council meetings and study groups on trans-Atlantic relations. Visiting Scholar, Center for Strategic and International Studies, summer 1984.



# PRICE B. FLOYD

(b)(6)

## EXPERIENCE

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### CENTER FOR A NEW AMERICAN SECURITY

*Washington, DC*

#### *Director, External Relations*

*2007-present*

- Develop and execute strategic print, broadcast and web-based communications plans for a start-up national security policy think tank
- Oversee publicity, messaging and event management for all publications and more than 50 public events
- Placed 100+ op-ed pieces in all major domestic outlets and numerous foreign publications
- Coordinated 50+ events, including speeches by Chairman of the Joint Chiefs, Commandant of Marine Corps, Chiefs of Navy, Army and Air Force, and CNN event featuring five former Secretaries of State.
- Helped ensure a new organization is viewed as smart, pragmatic and bipartisan, as well as a major player in the national security debate by policy influentials in the media, Congress and administration

### U.S. DEPARTMENT OF STATE

*Germany, Montenegro and Washington, DC*

#### *Director, Office of Media Affairs*

*2006-2007*

- Manage 9 member office and \$420,000 budget to coordinate all Department media outreach activities
- Develop and execute strategic communications plans across media for major foreign policy initiatives
- Maintain relations with journalists and executives at all major U.S. and foreign media outlets
- Worked to proactively place an average of 100-150 stories per month and book senior Department officials with key media outlets

#### *Deputy Director, Office of Media Affairs*

*2000-2006*

- Served as main media coordinator for senior Department officials, including Deputy Secretary of State
- Conducted major public affairs campaigns including the Global War on Terrorism, elections in Afghanistan, and the war in Iraq
- Coordinated over 6,000 television, radio, and print interviews over a 5-year timeframe

#### *Executive Assistant to State Department Spokesman, James P. Rubin*

*1998-2000*

- Prepared Spokesman for daily press briefings and other interactions with the media by providing daily intelligence briefs, information from overseas embassies and other offices
- Served as a liaison to the media and promoted the Department's daily message

#### *Special Assistant to Secretary of State, Madeleine K. Albright*

*1997-1998*

- Served as lead contact for Secretary of State's travel, including travel to over 40 countries in 2 years
- Coordinated substantive meetings and events with host country government officials
- Organized all travel press events with local media and traveling international press corps

#### *Special Assistant to the U.S. Ambassador to Germany, Charles E. Redman*

*1995-1997*

- Served as chief liaison for Ambassador in then-largest U.S. Embassy worldwide
- Assisted Ambassador on all domestic and international travel

#### *Bosnian Desk Officer, Bureau of European Affairs*

*1993-1995*

- Served as a liaison to the Embassy and Consulates in Bosnia during the height of the Bosnian War
- Assisted with establishment of International War Crimes Tribunal for Former Yugoslavia
- Organized the negotiations for drafting the Bosnian Constitution in Vienna
- Served as Deputy Envoy to Government of Montenegro at U.N. Conference on Former Yugoslavia

#### *Special Assistant to the Assistant Secretary of European Affairs, James Bruno*

*1990-1993*

- Served as the liaison to embassies overseas, other bureaus within the State Department, the White House, the National Security Council and Congressional offices

## POLITICAL ACTIVITY

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- New Hampshire Primary, Obama for President, Get Out The Vote Effort – January, 2008
- Maryland Primary, Obama for President, Get Out The Vote Effort – February, 2008

## EDUCATION

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TEXAS WESLEYAN COLLEGE, *B.S. in Political Science*

*1988*

FOSTER RESUME JUN 15  
23 JUN 1998

# RESUME

Robert Edward Foster, Ph.D.

(b)(6)  
(b)(6)  
Birthdate: (b)(6)



## WORK EXPERIENCE SUMMARY

- 1995-Present **Chief Scientist for Medical Systems Integration, U.S. Army Medical Research and Materiel Command (USAMRMC), Ft. Detrick, MD**
- 1995-1996 Acting Director, Medical Systems Integration Office, USAMRMC
- 1994-1995 Director of Medical Programs, OSD, OATSD(NCBP), The Pentagon
- 1994 Army Principal, ASBREM Committee Medical RDA-21 Study Office, ODDR&E
- 1990-1994 Chief of Research Operations, U.S. Army Medical Research Institute of Chemical Defense (USAMRICD), Aberdeen Proving Ground (APG), MD
- 1990 Technology Staff Officer (Chemical and Biological Programs), Office of the Army S&T Executive, Office of Assistant Secretary of the Army (RDA)
- 1988-1990 Chief of Research Operations, USAMRICD, APG, MD
- 1986-1988 Chief of Programs and Contract Management, USAMRICD, APG, MD
- 1981-1986 Research Team Leader and Principal Investigator, USAMRICD, APG, MD
- 1979-1981 Research Associate and Staff Scientist, Department of Neurology, Stanford University Medical School
- 1976-1979 NIH Postdoctoral Fellow, Brown University
- 1971-1976 Graduate Student and NIH Predoctoral Fellow, Duke University
- 1968-1971 Active Duty - U.S. Army
- 1968 Research Psychologist, Callier Hearing and Speech Center, Dallas, TX

## EDUCATION/TRAINING

### ACADEMIC

- 1976-1979 - Brown University, NIH Postdoctoral Fellow
- 1971-1976 - **Duke University, Ph.D. Psychology/Neuroscience**
- 1964-1968 - University of Virginia, B.A. with Distinction, Psychology
- 1959-1964 - Robert E. Lee High School, Staunton, VA

## RESUME

ANNOUNCEMENT #SES-98:13

Director for Life Sciences, ES-0401

### GOVERNMENT (member Army Acquisition Corps, Level 3 qualified)

- 1986 Research and Development Management Course, U.S. Army Logistics Management College,
  - 1987 Management Skills Improvement Course, AMETA  
Supervisor Development Course, Aberdeen Proving Ground (APG)  
Careers in Management (Series II), APG  
Decision Risk Analysis, U.S. Army Logistics Management College
  - 1989 **Program Managers Course (PMC 89-2), Defense Systems Management College**  
Documentation and Good Laboratory Practices Course, Ft. Detrick  
Personnel Management For Executives, Williamsburg, VA
  - 1990 Developmental Assignment in Acquisition Management, OASA(RDA), Pentagon
  - 1991 Advanced Environmental Law and Regulations for Executives, APG
  - 1993 Contracting Officer's Representative Course, APG  
Project Management Course, APG
  - 1997 Economic Analysis for Decision Making, Ft. Detrick
- 

### SCIENTIFIC ACCOMPLISHMENTS SUMMARY

26 Peer-reviewed Open Literature Publications  
15 Government Technical Reports  
32 Scientific Meeting Abstracts /Presentations

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### WORK EXPERIENCE DETAILED

9/95 - Present

Job Title: **Chief Scientist for Medical Systems Integration**  
GS Series/Grade: **Health Sciences Administrator (GS 601-15) (11/97 to present)**  
**Biological Scientist (GS 401-14) (9/96 to 11/97)**  
Employer: **Headquarters, US Army Medical Research and Materiel Command**  
**504 Scott Street, Ft. Detrick, Frederick, MD 21702-5012**

#### Description of duties and accomplishments:

I am the senior advisor to the commanding general for ~\$200M in core medical research and development programs and ~\$150M in Congressional Special Interest medical science and technology programs. These are executed in nine Army laboratories (six CONUS, 3 OCONUS), a materiel development activity and an acquisition activity with a staff of >2100 and through a extramural contract program involving >300 public institutions and private businesses. I act as an Associate Technical Director for Medical R&D in Army and OSD senior staff venues. In this position I have responsible for providing technical leadership, oversight, policy guidance, and coordination of the medical Scientific and Technology (S&T) programs (both Army and Tri-service programs assigned to Army). These S&T programs encompass medical, human systems, and chemical and biological defense technologies. My oversight activities ensure that the program content and execution are focused on DoD S&T initiatives and are satisfying joint warfighter and Army warfighter needs. I provides executive/technical leadership for these program efforts to provide future forces the advanced medical

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technologies for critical war fighting capabilities. I participate in Army-level life sciences planning, programming, and budgetary decisions. I review, evaluate, and monitor program and project plans to ensure that planned efforts properly support program objectives. I recommend priorities, evaluate alternatives, and determine funding requirements. In addition, I conduct or charter technical feasibility assessments in order to identify program deficiencies and recommended remedial actions. I lead the activities leading to the annual DoD-DDR&E Technology Area Review and Assessment (TARA) and the annual Army assessment of the Army S&T program by USATRADOC and OASA(RDA).

Army medical programs are partitioned into 5 thrust areas - military infectious diseases, combat casualty care, military operational medicine, medical chemical and biological defense, and special programs including military telemedicine. I act as a subject matter expert (SME) in the medical programs related to neuroscience, psychology, and chemical/biological defense. For example, I am the Peer Review Committee chair for the Army S&T Executive (DASA(R&T)) to review a new/proposed Strategic Research Objective, entitled "Enhancing Human Performance", which brings together a multidisciplinary basic research program in the sciences of human systems. This program will be conducted in Army medical and non-medical laboratories from 5 Army agencies. Other examples of my SME assignments: Department of the Army Technology Area Chief (TAC) for Biological Sciences in the Small Business Innovation Research (SBIR) Program, member of the Board of Visitors-Army Research Office, and member of Army SBIR Phase II Quality award board.

I have specific functional responsibilities for the Army medical R&D activities in the following areas: DoD Basic Research Plan and associated objectives (SROs); DoD Defense Technology Area Plan (DTAP) and associated objectives (DTOs); Joint Warfighting Science and Technology Plan (JWSTP); Army Science and Technology Master Plan and associated objectives (SROs and STOs); medical SBIR Program manager; Dual Use Applications (DUAP) Program manager; Advanced Concepts and Technology II (ACTII) Program manager; USATRADOC (Army Requirements Developer) interface; U.S. Army Materiel Command interface; strategic S&T planning; and career management of the Command's scientists and engineers.

I design, plan, and conduct a periodic Command-Wide TARA of mission accomplishments, business practice, and infrastructure. For the FY97 cycle, the TARA provided the Commanding General, USAMRMC an analysis of S&T and business operations and recommended strategic actions to address the TARA findings/issues. I conduct a pre-development product review of medical S&T programs to identify the most promising technologies to transition for development. The Army's medical user/Combat Developer uses the results of this pre-development review in Mission Area Materiel Plan (MAMP) deliberations. Additional duties and accomplishments include:

- Provided expert analysis and developed USAMRMC strategic positions for the Institutional Army Medical Functional Area Assessment resulting in Commanding General, U.S. Army Materiel Command and The Surgeon General of The Army acceptance of the USAMRMC position.
- Coordinated development/revision of Defense Technology Objectives for the ODDR&E.
- Provided medical science and technology section of the Army Modernization Plan (AMP).
- Delivered the USAMRMC Laboratory GPRA Plan through ASA(RDA) to ODDR&E.
- Designed and gained approval for the technology content of USATRADOC (Army user representative) Future Operating Capabilities as Medical MATDEV principal.
- Responsible for a Command-wide 'scientific/technical services' contract (\$48M, 5 year effort) and initiated/monitored multiple contract tasks with DA-wide impact.
- Act as Medical Materiel developer (MATDEV) principal for TRADOC/ARO ACTII technology program. Two medical ACTII projects have been successfully transitioned - one to PM, CSSCS for advanced development (1997) and one to the medical trainer (1998).
- Serve as Army Medical representative to the R&D work group for the ASD(HA) "Medical Readiness Strategic Plan.
- Act as the Army medical S&T representative in Vision 21 analyses.
- Serve as Major Army Command (MACOM) advisor for the Career Program 16 (Engineers & Scientists (non-construction)). AMEDD Principal for development of medical component to the DA ACTEDS Plan for the CP-16 employees of the AMEDD.
- Provided analyses of MACOM civilian acquisition workforce, acquisition corps, and critical acquisition billets.
- Developed the FY00-05 medical R&D program plan for the Army POM submit.
- Develop, on a continuous basis, POM-to-Budget issues and act for the Commanding General in defending the program and program issues in Army, OSD and OSD-OMB venues.
- Provide a myriad of analyses of the scientific content of medical programs, analyses of budget decrement proposals, POM alterations and other business process change proposals with regard to impacts on USAMRMC missions, functions and responsibilities.

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- Delivered acquisition reform strategies and GPRA Plan updates. Act as the proponent for acquisition reform as it applies to S&T programs.

9/95 - 8/96

**Job Title:** Acting Director, Medical Systems Integration Office  
**GS Series/Grade:** Supervisory Biological Scientist, GS 401-14  
**Employer:** Headquarters, US Army Medical Research and Materiel Command  
Bldg 810, Ft. Detrick, Frederick, MD 21702-5012

### Description of duties and accomplishments:

Responsible for integration of the USAMRMC RDA business areas with a focus on medical materiel systems, medical science and technology, and corporate infrastructure. Established an effective working liaison with the Army's medical Combat Developer and the Joint Staff-medical personnel. Provided first in depth analysis of the program/budget requirements for the Army for telemedicine. Chartered of integrated product teams (IPTs) as necessary to enable effective teaming in the medical technology development process. Chaired a Department of Army-level IPT that delivered Army Regulation 40-60 (Army Medical Research Development and Acquisition) to the Army staff for modernization of medical acquisition business practice. Acted as HQ, USAMRMC Principal for strategic quality planning and oversaw USAMRMC subordinate commands in the development of derivative strategic plans. Coordinated USAMRMC Command Conference workshops on strategic planning. Represented the Commanding General in U.S. Army Training and Doctrine Command Science and Technology Objective (STO) reviews. Represented the Commanding General on DoD-level panels and meetings including the DDR&E's Biomedical Reliance Panel and Defense Science and Technology Advisory Group (DSTAG) for the purpose of representing the Army medical program position. Acted as the USAMRMC lead in developing 'macro' options for integration of information management infrastructure across all Army medical facilities and commands. Acted as the principal for Department of the Army's biennial "Institutional Army Functional Area Assessment". Represented the Commanding General in numerous Army staff/Department of the Army Secretariat/OSD Staff meetings and work groups regarding medical RDA and USAMRMC programs. Provided expert analyses and opinions, as requested, to principals from all echelons of USAMRMC, USAMEDCOM, and to selected ARSTAF/DA STAF/OSD Principals.

11/94 - 9/95

**Job Title:** Director of Medical Programs  
**GS Series/Grade:** Supervisory Biological Scientist, GS 401-14  
**Employer:** Office of the Assistant to the Secretary of Defense (Nuclear, Chemical and Biological), The Pentagon

### Description of duties and accomplishments:

As Director of Medical Programs in the Office of the Assistant Secretary of Defense (Nuclear, Chemical and Biological Programs) (OATSD(NCBP)) and for the Deputy Assistant to the Secretary of Defense (Chemical and Biological Matters), I was the OSD staff officer responsible for medical chemical and biological defense RDA programs. In addition and because of the timing of the transfer of program responsibility from Army to OSD, I assisted the Army RDA secretariat as the senior medical staff officer for medical chemical and biological defense.

On the OSD staff, I acted as the medical principal for OATSD(NCBP) in IPRs (in process reviews) and IPTs (integrated product teams) leading to Defense Acquisition Board (DAB) review of the biological vaccine program and the

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Chemical/Biological Defense Program DAB. Acted as the medical subject matter expert and provided expert advise, analyses and drafted information papers for ATSD(NCBP) and DEPSECDEF (e.g., chemical incidents in Operations Desert Storm and Persian Gulf Illness). Worked with Joint Staff (OJCS) and Assistant Secretary of Defense (Health Affairs) principals to develop Department positions on medical issues. Prepared draft DoD press releases. Prepared presentations and presented medical requirements for medical chemical/biological defense to U.S. House of Representatives and U.S. Senate professional staff on defense authorizations and appropriations resulting in favorable 1996 appropriations for medical programs. Developed OSD budget allocation position for DATSD(CBM). Developed narrative OSD POM Guidance for FY96-03 mini-POM. Developed OSD-PBD implementation plan for integration of medical and non-medical program processes.

For the Army RDA secretariat, I developed numerous DA positions on program planning issues, budget issues and program accomplishments. I provided the medical analyses used to issue the Program Budget Decision (PBD) on program transfer to OSD. I developed Fiscal Year 1998-03 POM for medical programs. Developed and coordinated issues to obtain funding for medical collective protection advanced development and procurement programs. Developed and defended 1997 BES and acted as principal staff for POM-to-budget issues. Served as DA expert in OASD(HA) effort to develop the program to identify military personnel reporting Persian Gulf Illness. Advised OASD(HA) principals responsible for oversight of medical scientific programs in matters as diverse as animal/human use and biochemical studies of chemical warfare agent poisoning.

4/94 - 11/94

**Job Title:** Department of the Army Principal, ASBREM Committee Medical RDA-21 Study Office  
**GS Series/Grade:** Biological Scientist/GS 401-14  
**Employer:** ODDR&E, Armed Services Biomedical Research Evaluation and Management (ASBREM) Committee and HQ, U.S. Army Medical Research and Materiel Command, Ft. Detrick, MD

### Description of duties and accomplishments:

The Armed Services Biomedical Research Evaluation and Management (ASBREM) Committee, chaired by the Director, Defense Research and Engineering (DDR&E), chartered a Medical RDA-21 Study Office in the spring of 1994. The office was established in Headquarters, U.S. Army Medical Research and Materiel Command and was comprised of representatives of the three Services. The Service principals were charged with the task of analyzing 'cross-service options' for consolidation of medical research, development and acquisition (RDA) functions under a single tri-service organization. My duties as Army Representative included: developing the executive/management structure options for consolidation; representing the Army's interest in medical RDA; chairing tri-service study groups and meetings, developing briefings on Medical RDA-21 for HQDA and OSD Principals; staffing Medical RDA-21 study results with senior officials of the Army, Navy and Air Force; developing a draft DoD Directive on ASBREM Committee structure and functions; developing a draft DoD Directive on an Armed Forces RDA Agency (AFMRDA); developing draft memoranda from DEPSECDEF to DoD Component Principals; providing an in depth analysis of the Army laboratory TDA structure which was utilized for the savings analysis and the AFMRDA "three pillar" structure and function proposal; and, initiated contacts with Army Staff principals, as needed, to obtain ARSTAF positions on the AFMRDA preferred structure option. The study report was delivered to the ASBREM Committee on-time in November 1994 and resulted in ASBREM Committee and Service Acquisition Executive concurrence to proceed with detailed planning for implementation. A memorandum to that effect was signed by the DDR&E and sent to the Service Secretaries in December 1994. The AFMRDA proposal is, to date, the only fully developed plan for cross-service laboratory consolidation. While final decision is still pending from DoD leadership, this study may be used as the basis for the 1998 Section 912 study of the medical functional area. I received the Superior Civilian Service Award for this work.

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9/90 - 4/94

Job Title: - **Chief of Research Operations**  
GS Series/Grade: Supervisory Biological Scientist (GS 401-14)  
Employer: US Army Medical Research Institute of Chemical Defense,  
Aberdeen Proving Ground, MD

## Description of duties and accomplishments:

As the Chief of Research Operations, I managed three subordinate organizational elements (Program and Contract Management Branch, Information Management Branch, and Safety & Chemical Operations Branch) and a Division office staff of 3 professionals and 1 secretary. Total staff under supervision was 31 (28 civilians and three military officers).

As the senior research operations advisor to the Commander, I was responsible for strategic science and technology planning and the overall management of the Institute's research programs (intramural, extramural, and foreign technology base research). My day-to-day Institute-wide responsibilities encompassed the full range of research support (exclusive of Institute-wide logistics and facility operations) including: laboratory safety, occupational health, Nuclear Regulatory Commission (NRC) radiation protection program, chemical surety operations, environmental compliance, contracts management, automation systems management (all computer assets including central computer facility), records/forms management, mailroom operations, operations and maintenance of the Wood Technical Library, technology transfer (domestic and foreign), patents, Institute public affairs, Federal Laboratory Consortium activities, management and research programs analyses, Institute graphics support facility, foreign research program liaison activities, and research quality assurance. I was responsible for execution of a Division budget of >\$4.5 million. As an Institute scientist, I served as a member of the Institute's animal care and use committee (IACUC) and as a technical reviewer on research proposals. My duties included developing and defending recommendations to the Institute Commander on the approval or disapproval of all research proposals and research publications. Finally, I monitored/administered R&D contracts with an aggregate annual budget of >\$18 million.

I was responsible for the establishment of a model Program and Management approaches to DoD Science & Technology including: a contract management program recognized as the model for integrating University and private sector effort with the government's intramural capabilities; a safety program recognized by Department of the Army Inspector General as a model in Department of Defense for chemical surety agent operations in a laboratory setting, a research program support approach that is a model within the Army Medical R&D Command (included full integration of state-of-the-art automated program management tools), and Institute information management system that empowered employees while reducing annual support costs by 50%, saving >\$800K per year.

I integrated and coordinated the Institute's intramural and extramural technology base medical research program (Institute staff ~ 210; 50 Principal Investigators; 6 functional Divisions). As special staff to the Institute Commander, I provided oversight of International programs (i.e., National leader of NATO Research Study Group 3 under NATO Panel 8 and Technical Panel 1 of the TTCP), public affairs, technology transfer activities, medical intelligence activities, research protocol review (quality assurance, animal use, scientific), research publication review, research contract and support contract monitoring, chemical surety program, safety and occupational health programs (OSHA and NIOSH), environmental (i.e., NEPA, CRCLA, RCRA) compliance, and radiation protection programs. I performed a variety of inter-Agency coordination functions to achieve the best, most responsive research program with no duplication. I conducted two omnibus program reviews each year which serve as decision points for future research programs. I organized and executed an International Scientific Symposium (~200 scientists) every other year for the purpose of bringing all current science to the attention of scientist and manager alike. I served as a scientist reviewer on review panels for protocols and publications. As time permitted, I collaborated with Institute scientists on research projects resulting in publications.

For the work and contributions during my assignments as Chief of Research Operations, I received Commander's Award for Civilian Service with One Oak Leaf, the Achievement Medal for Civilian Service with one oak leaf, and The Army

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Medical Department Order of Military Medical Merit.

3/90 - 9/90

**Job Title:** Technology Staff Officer (Chemical and Biological Defense Programs)  
**GS Series/Grade:** Supervisory Biological Scientist, [GS 401-13]  
**Employer:** Office of the Deputy Assistant Secretary of the Army (Research & Technology),  
The Pentagon.

### Description of duties and accomplishments:

I was the Department of the Army Technology Staff Officer responsible for chemical and biological defense technology base programs under the leadership of Mr. George Singley. I was responsible for SARDA staff actions for both the medical and non-medical chemical/biological defense programs (i.e., coordination and integration of the Department of the Army technology base research program in chemical and biological defense). Programs in medical research and, in general, Army materiel research were reviewed, examined, summarized, and defended in a variety of offices within the Army and the Office of the Director, Defense Research and Engineering (ODDR&E). For the medical aspects of the program, I worked closely with the Director of Life and Environmental Sciences, ODDR&E to establish a responsible and effective program. I was responsible for budget building activities for the President's Budget Submission as well as planning, programming, and budgeting (PPBES) for the following six years (POM build). Participated in all aspects of the POM -budget cycle. Analyzed Congressional (including GAO) inquiries, Public Affairs and Freedom of Information Act requests and drafted Army positions on the issues. Acted as subject matter expert (SME) in medical and non-medical issue analyses. Represented Department of Army position to subordinate elements (Major Command and Major Subordinate Command) and to Office of the Secretary of Defense staff. Acted as Army technology base interface to other Army Secretariat and Army Staff offices (e.g., Army Safety Office, Assistant Secretary of the Army for Installations, Logistics, and Environment). Obtained staff concurrence on the Programmatic Environmental Impact Statement for the DoD Biological Defense Program. Was a key participant in the early medical planning for Operation Desert Shield. Acted on behalf of the Office of the Surgeon General in medical chemical defense matters.

4/88 - 3/90

**Job Title:** Chief of Research Operations  
**GS Series/Grade:** Supervisory Biological Scientist, [GS 401-13]  
**Employer:** US Army Medical Research Institute of Chemical Defense, Aberdeen Proving  
Ground, MD

### Description of duties and accomplishments:

[Duties and accomplishments are included in the position description (9/90-9/94) above.]

9/86 - 4/88

**Job Title:** Chief of Programs and Contract Management  
**GS Series/Grade:** Supervisory Biological Scientist, [GS 401-13]  
**Employer:** US Army Medical Research Institute of Chemical Defense, Aberdeen Proving  
Ground, MD

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### Description of duties and accomplishments:

As the Chief of Programs and Contract Management, I provided leadership and management of a Institute Branch with work in two functional areas: extramural contract program and the intramural science and technology program.

Extramural program management. Responsible for managing and executing the Division's/Institute's responsibilities in contract management for the U.S. Army medical chemical defense research program's intramural and extramural contract program. Conducted oversight and management of a portfolio (varied from 50-75 per year) of research contracts with domestic and foreign Universities, private laboratories (commercial) and public laboratories. Executed technical close-out of >350 research grants and contracts (awarded from 1980 through 10/86) within the first ~ 12 months of assuming the position. Administered Medical Chemical Defense Research Program Source Selection and Evaluation Boards (SSEBs) and associated technical/peer review panels. Responsible for assessing contractor compliance with the technical scope within applicable Federal Acquisition Regulations (FARs). Appointed by the USAMRDC Commanding General as an AMLO (Acquisition Management Liaison Officer) to the Principal Assistant Responsible for Contracting (PARC) and served as the AMLO for the Medical Chemical Defense Research Program. Conducted scientific peer reviews of contract proposals, generated scopes of work, authored several RFPs (requests for proposals), organized and participated in source selection boards, edited contract language, performed pre- and post award site visits, and conducted contract close out activities. Responsible for the Institute's participation in the Army Research Office (ARO) contract program and the Small Business Innovation Research (SBIR) Program. Responsible for the Institute's ILIR Program.

Intramural programs management. Managed compliance of the 50 Institute scientists with intramural program objectives and policies. Drafted and oversaw research execution policies. Developed the "Institute Programs Management Information System" database on a VAX system utilizing ORACLE database environment. Responsible for annual reporting of Institute and contractor scientific progress via the DD Form 1498 submission to DTIC (Defense Technical Information Center). Provided International scientific meeting coordination for both NATO Panel and TTCP venues. As time permitted, collaborated on individual research projects resulting in publication of results. I was competitively selected to Department of Army program in Logistics and Acquisition Management (LOGAMP). I acted as a Department of Army subject matter expert (SME) in the areas of neurotoxicology and neuroanatomy. I acted as a SME on Lab Animal Care and Use review boards. Supervised 11 staff including one military officer.

8/81 -- 9/86

**Job Title:** Research Team Leader and Principal Investigator  
**GS Series/Grade:** Supervisory Research Physiologist, GM 413-13  
**Employer:** US Army Medical Research Institute of Chemical Defense, Aberdeen Proving Ground, MD

### Description of duties and accomplishments:

As Research Team Leader, I provided scientific direction to and managed a team of scientists (2 permanent GS employees), technicians (4 permanent GS employees), and students (4) with a Department of Army Research mission of applying basic medical research to the problems of chemical warfare agent poisoning with a focus on the nervous system affects. I was responsible for a Team budget of ~\$750,000 per year. The multifaceted nature of the chemical agent poisoning problem required extensive coordination of the Team's efforts with other Institute Investigators, other government agency research teams, and research contractors. Acted as contracting officer's representative (COR) on multiple research contracts valued at more than \$1,000,000 per year. I was a subject matter expert (SME) peer reviewer on contract proposal submissions under the Agency's Broad Agency Announcement (BAA). I developed Requests for Proposals (RFPs) for research and infrastructure support, and monitored/closed out resulting contracts. I developed Small Business Innovation Research (SBIR) Proposals to leverage industry expertise for Team research goals. I acted as peer reviewer for the National Science Foundation (NSF) grant program. I acted as Army expert in review panels for

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acquisition milestone decisions on new drug developments and in presentations to international Defense research groups (NATO Research Study Group; The Technical Cooperation Program). Acted as the local representative to the national Neuroscience Society. . Served as member and neuroscience expert on the (Institutional) Laboratory Animal Care and Use Committee (LACUC). Served as a National Research Council (NRC) Fellow Advisor. Participated as a team member in the Institute's reorganization study which resulted in a top-down reorganization in late 1985.

As a Research Principal Investigator, I uncovered the neuroanatomical basis and physiological cause of nerve agent induced lethality. I was responsible for the design of both specific experiments and a program of experiments under the umbrella of broader basic and applied research projects. I managed a research laboratory utilizing state-of-the-art neuroscience research technologies. I designed, submitted, defended and executed 5 year scientific plans and single scientific protocols. I established new neuroscience technology capabilities for the Institute such as brain slice electrophysiology, brain ultrastructure, and neuro-autoradiography. I published results from studies and presented seminars/technical summaries on study results at national and international scientific meetings as well as to government sponsored reviews/meetings. In addition, I designed and setup two new research laboratories; acted as peer reviewer on contract proposals and served on contract source selection boards; acted as peer reviewer on in-house scientific proposals; served as member and neuroscience expert on the Institutional Animal Care and Use Committee (IACUC) and served as a National Research Council Fellow Advisor. I reviewed NSF grants as a SME in the medical sciences.

3/79 – 8/81

**Job Title:** Research Associate and Staff Scientist  
**GS Series/Grade:** Supervisory Research Physiologist, GM 413-13  
**Employer:** Stanford University Medical Center, Department of Neurology, Stanford, CA

### Description of duties and accomplishments:

I was responsible for neuroanatomical and neurophysiological studies of demyelinating disease under grant and contract with the NIH and the Multiple Sclerosis Society. I developed and managed a new electron microscopy laboratory in the Palo Alto Veterans Administration Medical Center which was an affiliate of the Stanford Medical School. I conducted basic research in the medical sciences and published findings of research, and presented findings at various national/international professional scientific meetings. Acted as a peer reviewer for NSF and NIH grants. Supervised two laboratory technicians.

12/76 – 3/79

**Job Title:** NIH Postdoctoral Fellow in Neuroscience  
**Employer:** Brown University, Dept of Biological and Medical Sciences, Providence, R.I.

### Description of duties and accomplishments:

I carried out primary scientific experiments to define and understand the structure and function of brain areas related to the sensation of touch and skeletal motor function. In addition, I was a member of a multidisciplinary team which attempted to develop the first cybernetic (software) model of vision. I published scientific articles and presented the science at national and international professional meetings of scientists.

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8/71 – 12/76

**Job Title:** Graduate Student and NIH Predoctoral Fellow  
**Employer:** Duke University, Dept of Psychology, Durham, N.C.

### Description of duties and accomplishments:

I designed and carried out primary scientific experiments to define and understand the structure and function of brain areas related to auditory, visual, skin sensory and skeletal motor functions. In addition to my primary research, I worked with and supported several medical psychology research teams interested in the human factors of visual perception of motion and the perception of taste. I published scientific articles and presented scientific data at national and international professional meetings of scientists.

10/68 – 7/71

**Job Title:** Nike Hercules Fire Control Maintenance Specialist  
**Employer:** Department of the Army

### Description of duties and accomplishments:

I repaired the suite of fire control radars in a front line Nike Hercules Battery in Germany. I graduated 1<sup>st</sup> in the 1968-69 class at the Ft. Bliss Nike Hercules Fire Control Maintenance School. (b)(6) as the enlisted member of the nuclear weapons arming team. The experience with state-of-the-art electronics carried over to my graduate work in neuroscience.

5/68 – 9/68

**Job Title:** Research Psychologist  
**Employer:** Callier Hearing and Speech Center, Dallas, TX

### Description of duties and accomplishments:

I was a support researcher on a team of senior scientists attempting to discover fundamental knowledge in auditory physiology with the goal of providing hearing impaired individuals with hearing organ prosthetics. The team conducted an array of research spanning the spectrum of the human factors involved in hearing to the brain physiology of that sensory modality. It is gratifying to know that the early vision of researchers like those on my Callier team now allow otolaryngologists to offer inner ear prosthetics to certain categories of deaf people.

**SCIENTIFIC ACCOMPLISHMENTS**  
**DETAILED**

**OPEN LITERATURE REPORTS (peer-reviewed)**

1. Foster, R.E. and W.C. Hall 1975 The connections and laminar organization of the optic tectum in a reptile (*Iguana iguana*). *J. Comp. Neurol.* 163:397-426.
2. Hall, J.A., R.E. Foster, F.F. Ebner and W.C. Hall 1977 Visual cortex in a reptile, the turtle (*Pseudemys scripta* and *Chrysemys picta*). *Brain Res.* 130:197-216.
3. Foster, R.E. and W.C. Hall 1978 The organization of central auditory pathways in a reptile, *Iguana iguana*. *J. Comp. Neurol.* 178:783-832.
4. Waxman, S.G. and R.E. Foster 1980 Ontogenesis of the axon membrane during development of myelinated fibres in spinal nerve roots. *Proc. Roy. Soc. Lond. (B)* 209:441-446.
5. Foster, R.E., J.D. Kocsis, R. Malenka and S.G. Waxman 1980 Lysophosphatidyl choline-induced demyelination in the rabbit corpus callosum. Electron- microscopic observations. *J. Neurol. Sci.* 48:221-231.
6. Waxman, S.G. and R.E. Foster 1980 Ionic channel distribution and heterogeneity of the axon membrane in myelinated fibers. *Brain Res. Reviews* 2:205-234.
7. Foster, R.E., C.C. Whalen and S.G. Waxman 1980 Reorganization of the axon membrane in demyelinated peripheral nerve fibers: morphological evidence. *Science* 210:661-663.
8. Black, J.A., R.E. Foster and S.G. Waxman 1981 Freeze-fracture ultrastructure of rat C.N.S. and P.N.S. nonmyelinated axolemma. *J. Neurocytol.* 10:981-993.
9. Foster, R.E., J.P. Donoghue and F.F. Ebner 1981 Laminar organization of efferent cells in the parietal cortex of the Virginia opossum. *Exp. Brain Res.* 43:330-336.
10. Waxman, S.G., J.D. Kocsis and R.E. Foster 1982 Impulse initiation in spinal neurons: cytochemical demarcation of the trigger zone, development of special regions, and determinants of inter-spike intervals. *IN Abnormal Nerves and Muscles as Impulse Generators*, W. Culp and J. Ochoa eds., Oxford University Press, pp. 211-235.
11. Waxman, S.G., J.A. Black and R.E. Foster 1982 Freeze-fracture heterogeneity of the axolemma of premyelinated fibers in the CNS. *Neurology* 32:418-421.
12. Black, J.A., S.G. Waxman and R.E. Foster 1982 Spatial heterogeneity of the axolemma of non-myelinated fibers in the optic disc of the adult rat. Freeze-fracture observations. *Cell Tissue Res.* 224:239-246.
13. Foster, R.E., B.W. Connors and S.G. Waxman 1982 Rat optic nerve: electrophysiological and anatomical studies during development. *Dev. Brain Res.* 3:371-386.
14. Black, J.A., R.E. Foster and S.G. Waxman 1982 Rat optic nerve: freeze-fracture studies during development of myelinated axons. *Brain Res.* 250:1-20.
15. Black, J.A., R.E. Foster and S.G. Waxman 1983 Freeze-fracture ultrastructure of developing and adult non-myelinated ganglion cell axolemma in the retinal nerve fibre layer. *J. Neurocytol.* 12:201-212.
16. Waxman, S.G., J.A. Black and R.E. Foster 1983 Ontogenesis of the axolemma and axoglial relationships in myelinated fibers: Electrophysiological and freeze-fracture correlates of membrane plasticity *International Rev. Neurobiol.* 24:433-484.
17. Adler, M., F-C.T. Chang, D. Maxwell, G. Mark, J.F. Glenn and R.E. Foster 1985 Effects of diisopropylfluorophosphate on synaptic transmission and acetylcholine sensitivity in neuroblastoma-myotube co-cultures. *IN Dynamics of Cholinergic Function*, (Ed. I. Hanin), Plenum Press, Inc. New York, N.Y., pp. 607-619.
18. Hudson, C.S., R.E. Foster and M.W. Kahng 1986 Ultrastructural effects of pyridostigmine on neuromuscular junctions in rat diaphragm. *Neurotoxicology* 7:167-186.
19. Hudson, C.S., R.E. Foster and M. Kahng 1986 Neuromuscular toxicity of pyridostigmine bromide in the diaphragm, extensor digitorum longus and soleus muscle of rat. *Fund. Appl. Toxicol.* 5:S260-S269.
20. Benardo, L. and R.E. Foster 1986 Oscillatory Behavior in Inferior Olive Neurons: Mechanism, Modulation and Cell Aggregates. *Brain Res Bull* 17 (6): 773-784.
21. Foster, R.E. and B. Peterson 1986 The inferior olivary complex of guinea pig: Cytoarchitecture and cellular morphology. *Brain Res Bull* 17 (6): 785-800.
22. Bigbee, J.W. and R.E. Foster 1989 Freeze fracture analysis of the axolemma of cultured dorsal root ganglion neurons in the absence of Schwann cells. *Brain Res* 494: 182-186.

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23. Chang, F-C. T., R.E. Foster, E.T. Beers, D.L. Rickett, and M.G. Filbert 1990 Neurophysiological concomitants of soman-induced respiratory depression in awake, behaving guinea pigs. *Toxicol Appl Pharm* 102:233-250.
24. Chang, F-C.T., B.J. Benton, J.L. Salyer, R.E. Foster, and D.R. Franz 1990 Respiratory and cardiovascular effects of tetrodotoxin (TTX) in urethane-anesthetized guinea pigs. *Brain Res* 528:259-268.
25. Bigbee, J.W., K.J. Angelides, and R.E. Foster 1990 In vitro studies of myelination and the node of Ranvier. IN: Myelination and Dysmyelination, *Annals N.Y. Acad Sci*, pp. 628-631.
26. Adler, M., S.S. Deshpande, R.E. Foster, D.M. Maxwell, E.X. Albuquerque 1992 Effects of subacute pyridostigmine administration on mammalian skeletal muscle function. *J. Appl. Toxicol* 12(1):25-33.

## GOVERNMENT PUBLICATIONS

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1. Foster, R.E. 1983 The effects of pyridostigmine bromide on the rat diaphragm. Morphological observations. TTCP-E/TP-1 Mtg. Paper.
2. Rickett, D.L., J.F. Glenn, R.E. Foster, R.K. Traub and E.T. Beers 1984 Differentiation of medullary and neuromuscular actions of nerve agents. In: Proceedings of the Symposium on Respiratory Care of Chemical Casualties. USAMRDC Special Report #P-27-84, pp. 151-171.
3. Foster, Robert E. and C. Sue Hudson 1983 The effects of pyridostigmine bromide on the rat diaphragm. Morphological observations. Proceedings of the 3rd Annual Chemical Defense Bioscience Review, USAMRICD, APG, MD., p.4a.
4. Hudson, C.S. and R.E. Foster 1984 Ultrastructural pathology in mammalian skeletal muscle following acute and subacute exposure to pyridostigmine. Studies on dose-response and recovery. Proceedings of the 4th Annual Chemical Defense Bioscience Review, USAMRICD, APG, MD., p. 12.
5. Adler, M., S.S. Deshpande, E.X. Albuquerque and R.E. Foster 1984 In vivo and in vitro pathophysiology of mammalian skeletal muscle following acute and subacute exposure to pyridostigmine. Studies on muscle contractility and cellular mechanisms. Proceedings of the 4th Annual Chemical Defense Bioscience Review, USAMRICD, APG, MD., p. 13.
6. Hudson, C.S. and R.E. Foster 1984 Ultrastructural pathology in mammalian skeletal muscle following acute and subacute exposure to pyridostigmine. Studies on dose-response and recovery. Proceedings of the 4th Annual Chemical Defense Bioscience Review, p. 131-171.
7. Adler, M., D. Maxwell, R.E. Foster, S.S. Deshpande and E.X. Albuquerque 1984 Subacute and acute effects of pyridostigmine bromide on skeletal muscle contractility and neuromuscular transmission. Proceedings of the 4th Annual Chemical Defense Bioscience Review, p.173-192.
8. Foster, R.E. 1984 Effects of pyridostigmine on rat muscle: Structure and function. Proceedings: US-Israel Bilateral Symposium, Nov. 13-16, 1984.
9. Foster, R.E., K.R. Olson and R.R. Pindzola 1985 Acetylcholinesterase distribution and soman binding in the brain of guinea pig. Proceedings of the 5th Annual Chemical Defense Bioscience Review, p. 73.
10. Foster, R.E. 1986 Final Report - The effects of pyridostigmine on nerve and muscle cells of the rat and guinea pig. Phase I. USAMRICD Protocol No. 1-05-2-03-A-073.
11. Foster, R.E. 1986 Final Report - A descriptive study of the effects of soman and sarin on the anatomy of peripheral secretory cells in the rat. USAMRICD Protocol No. 1-03-83-000-215.
12. McMaster, S. and R.E. Foster 1987 Effects of physostigmine on behavioral performance and exercise in the rat. Proceedings of the Sixth Medical Chemical Defense Bioscience Review, p. 629- 631.
13. Chang, F.-C.T., R.E. Foster, E.T. Beers, D.L. Rickett, and M.G. Filbert 1987 Neurophysiological concomitants of soman-induced respiratory failure in awake, behaving guinea pigs. Proceedings of the Sixth Medical Chemical Defense Bioscience Review, p. 583-586.
14. Chang, F-C.T., R.E. Foster, E.T. Beers, D.L. Rickett, and M.G. Filbert 1989 Electrophysiological correlates of soman-induced respiratory failure in unanesthetized, freely behaving guinea pigs. Proceedings of the Seventh Medical Chemical Defense Bioscience Review, p. 167.
15. Chang, F-C.T., B.J. Benton, and R.E. Foster 1990 Central and peripheral cardiorespiratory effects of tetrodotoxin (TTX) in urethane-anesthetized guinea pigs. Proceedings of the Army Science Conference, Durham, N.C.

## RESUME

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Director for Life Sciences, ES-0401

### SCIENTIFIC MEETING PAPERS

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1. Foster, R.E., M. Lymberis and W.C. Hall 1973 The laminar organization of projections from the optic tectum in a reptile. *Anat. Rec.* 175:322.
2. Foster, R.E. 1974 The ascending brainstem auditory pathways in the reptile, Iguana iguana. *Anat. Rec.* 178:357.
3. Foster, R.E. and T.L. Peele 1975 Thalamocortical auditory pathways in the lizard, Iguana iguana. *Anat. Rec.* 181:530.
4. Foster, R.E. 1975 Afferent and efferent connections of the cerebellum in a reptile, Iguana iguana. *Neurosci. Absts.* 1:214.
5. Foster, R.E., J.A. Hall and F.F. Ebner 1976 Visual cortex in turtle (*Pseudemys scripta* and *Chrysemys picta*). *Anat. Rec.* 184:40.
6. Ebner, F.F., J.P. Donoghue, R.E. Foster and B.N. Christensen 1976 The organization of opossum sensory-motor cortex. *Neurosci. Absts.* 2:135.
7. Foster, R.E. and F.F. Ebner 1977 Interhemispheric connections between the neocortical forepaw representations in the Virginia opossum. *Neurosci. Absts.* 3:67.
8. Foster, R.E. and F.F. Ebner 1978 Synaptic reorganization in the adult neocortex. *Neurosci. Absts.* 4:74.
9. Foster, R.E. and J.P. Donoghue 1979 Ipsilateral corticocortical connections of the SI forepaw area in the parietal cortex of the Virginia opossum (*Didelphis virginiana*). *Anat. Rec.* 193:540.
10. Kocsis, J.D., S.G. Waxman, R.E. Foster and K.C. Nitta 1979 Lysophosphatidyl choline-induced demyelination in the rabbit corpus callosum. *Neurosci. Absts.* 5:846.
11. Foster, R.E. and S.G. Waxman 1980 Differentiation of the axon membrane during development of myelinated fibers in spinal nerve roots. *Anat. Rec.* 196:57a.
12. Foster, R.E., B.W. Connors and S.G. Waxman 1980 Development of conduction in rat optic nerve: Physiological and pharmacological observations correlated with myelination. *Neurosci. Absts.* 6:291.
13. Foster, R.E., C.C. Whalen, L.P. Weiner and S.G. Waxman 1980 Structural reorganization of axon membrane following demyelination. *J. Cell Biol.* 87:68a.
14. Black, J.A., R.E. Foster and S.G. Waxman 1980 Freeze-fracture ultrastructure of adult and developing optic nerves. *Anat. Rec.* 199:27A.
15. Rickett, D.L., N.L. Adams, R.E. Foster, J.F. Glenn, W.T. Gregory, T.C. Randolph and R.K. Traub 1982 Acute sarin toxicity: comparison of central nervous system and neuromuscular effects. *Neurosci. Absts.* 8:558.
16. Black, J.A., R.E. Foster and S.G. Waxman 1982 Freeze-fracture ultrastructure of developing and adult rat retinal ganglion cell axon membrane. *Neurosci. Absts.* 8:694.
17. Adler, M., G.J. Pascuzzo, D. Maxwell, J.F. Glenn and R.E. Foster 1983 Diisopropylfluorophosphate alters nicotinic transmission in NG108-15-myotube co-cultures. *Neurosci. Absts.* 9:1138.
18. Beers, E.T., R.E. Foster, J.F. Glenn, N.L. Adams, A.V. Finger, T.C. Randolph and D.L. Rickett 1983 Comparison of central nervous system and neuromuscular effects of acute infusion of Tabun or VX. *Neurosci. Absts.* 9:1164.
19. Adler, M., R.E. Foster, D. Maxwell and J.F. Glenn 1983 Effect of DFP on synaptic transmission in neuroblastoma-myotube co-cultures. *Dynamics of Cholinergic Function*, Oglebay Park, W.Va.
20. Foster, R.E. and C.S. Hudson 1983 The effect of pyridostigmine bromide on the morphology of the rat diaphragm. *J. Cell Biol.* 97:237a.
21. Deshpande, S.S., M. Adler, R. Foster and E.X. Albuquerque 1984 The effect of chronic pyridostigmine administration on the skeletal muscle contractile strength. *Proc. IUPHAR 9th International Congress of Pharmacology*.
22. Pindzola, R.R. and R.E. Foster 1984 Cytoarchitecture, histochemical and Golgi studies of the cells in the region of the brachium conjunctivum of the guinea pig. *Neurosci. Absts.* 10:845.
23. Deshpande, S.S., M. Adler, R.E. Foster, E. Toyoshima and E.X. Albuquerque 1984 Effects of acute and subacute administration of pyridostigmine (PYR) on muscle contractility and neuromuscular transmission. *Neurosci. Absts.* 10:207.
24. Hudson, C.S. and R.E. Foster 1984 Presynaptic effects of pyridostigmine on the neuromuscular junction of the rat diaphragm. *J. Cell Biol.* 99:23a.
25. Benardo, L.S. and R.E. Foster 1985 Intrinsic oscillatory behavior in inferior olive cells from guinea pig: its origin and modulation. *Neurosci. Absts.* 11:1027.
26. Pindzola, R.R., K.R. Olson and R.E. Foster 1985 Acetylcholinesterase distribution and anti-cholinesterase binding in

## RESUME

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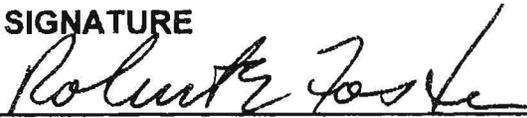
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- the brain of guinea pig. Neurosci. Absts. 11:371.
27. Foster, R.E., K.R. Olson, J.H. Clark, C.A. Broomfield, D.E. Lenz and C.N. Lieske 1986 Histological fixatives and cholinesterase enzyme activity. Neurosci Absts. 12:905.
  28. Peterson, B.E. and R.E. Foster 1986 The neurons of the inferior olive in Guinea pig. Neurosci. Absts. 12:1547.
  29. Chang, F-C.T. and R.E. Foster 1986 Medullary inspiratory-related unit discharge patterns in awake, behaving guinea pigs. Neurosci. Absts. 12:305.
  30. Chang, F-C.T., R.E. Foster, T.J. Kerns, E.T. Beers, D.L. Rickett, and M.G. Filbert 1987 Soman-induced changes in medullary respiratory-related unit discharges and diaphragmatic EMG in awake, behaving Guinea pig. Neurosci. Absts. 13:322.
  31. McMaster, S.B. and R.E. Foster 1987 Behavioral and morphological studies of the interaction between exercise and physostigmine. Neurosci. Absts. 13:1714.
  32. Chang, F-C.T., R.E. Foster, and R. Olaya 1988 Pentobarbital-induced changes in medullary respiratory-related unit discharge patterns and diaphragm EMG in chronically instrumented guinea pigs. Neurosci. Absts. 14:541.

### APPLICANT CERTIFICATION

I certify that to the best of my knowledge and belief, all information on and attached to this application is true, correct, complete and made in good faith. I understand that false or fraudulent information on or attached to this application may be grounds for not hiring me or for firing me after I begin work, and may be punishable by fine or imprisonment. I understand that any information I give may be investigated.

**SIGNATURE**

  
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**DATE SIGNED**

  
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## JUAN M. GARCIA III

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EDUCATION	<p>HARVARD LAW SCHOOL <i>Cambridge, MA, Juris Doctorate, 1992</i></p> <p>JOHN F. KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY <i>Cambridge, MA, Masters Public Policy, 1992</i></p> <p>UCLA <i>Los Angeles, CA, Bachelor of Arts, 1988</i></p>
MILITARY	<p>COMMANDER <i>U.S. Navy</i> <span style="float: right;"><i>Current</i></span> Thirteen years active duty, four years select reservist.</p> <p>NAVAL AVIATOR <i>U.S. Navy</i> <span style="float: right;"><i>1992 Current</i></span> Currently Commanding Officer of Naval Reserve Squadron VF-28, Corpus Christi, TX. Over 2,500 flight hours in Naval aircraft. Multiple deployments to Persian Gulf and Kosovo. Tours at the Pentagon (Office of Legislative Affairs, Bureau of Naval Personnel).</p>
GOVERNMENT	<p>MEMBER, TEXAS HOUSE OF REPRESENTATIVES <i>House District 32</i> <span style="float: right;"><i>Current</i></span> Represents Naval Air Station Corpus Christi and Naval Air Station Ingleside. Member of Defense Affairs and Federal Installations Committee.</p>
PROFESSIONAL	<p>HARTLINE DACUS BARGER DREYER &amp; KERN, L.L.P. <i>Attorney</i> <span style="float: right;"><i>Current</i></span> <i>Corpus Christi, TX</i></p> <p>TEXAS LYCEUM <i>Director</i> <span style="float: right;"><i>Current</i></span></p> <p>WHITE HOUSE FELLOW <i>Washington, DC</i> <span style="float: right;"><i>1999-2000</i></span></p>
CAMPAIGN	<p>OBAMA FOR AMERICA</p> <ul style="list-style-type: none"> <li>• First elected official in Texas to endorse President-elect Obama in a 65<sup>th</sup> GOP District: (<a href="http://blog.texasforobama.com/showDiary.do?diaryId=142">http://blog.texasforobama.com/showDiary.do?diaryId=142</a>).</li> <li>• Travelled to Iowa to help campaign for Caucus (<a href="http://www.youtube.com/watch?v=BjYn0AKoEok">http://www.youtube.com/watch?v=BjYn0AKoEok</a>).</li> <li>• Federal limit contributor</li> <li>• Obama National Latino Leadership Team member</li> <li>• Introduced President-elect Obama at campaign events in Austin, San Antonio and Corpus Christi, TX.</li> <li>• Harvard Law School classmate of President-elect Obama.</li> </ul>

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**JACQUELINE GARRICK, LCSW-C, BCETS**

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**Summary of Qualifications:**

A senior policy analyst with experience as an advocate and strategic planner who has supervised and managed multiple projects. A clinical social work background with military service, Congressional experience, and international recognition for publications and presentations. Extensive experience and expertise in:

- \* Veterans' Benefits Outreach
- \* Healthcare Oversight
- \* Policy Development
- \* Program Evaluation

**Education & Training:**

The Johns Hopkins University School of Public Health, Washington, DC  
Temple University, Philadelphia, PA, *Master of Social Work Degree (MSW)*  
(Interned at the VA Medical Center, Coatesville, PA)  
Temple University, Philadelphia, PA, *Bachelor of Social Work Degree (BSW)*  
Nassau Community College, Garden City, NY, *Associate of Arts Degree (AA)*

Presented at and attended numerous professional development conferences on trauma treatment and other mental health issues, as well as on leadership, strategic planning, performance monitoring, customer satisfaction, writing, and public relations seminars in the United States, Europe, and the Middle East.

**Work Experience:**

**House Committee on Veterans' Affairs, Washington, DC** **2007-Current**  
*Professional Staff Member, Disability Assistance & Memorial Affairs Subcommittee*  
Arrange hearings and site visits, analyze policy, screen witnesses, and write statements. Investigate veterans' disability issues and draft bill language. Assist in casework.

**Veterans' Disability Benefits Commission, Washington, DC** **2005-2007**  
*Senior Policy Analyst*  
Conducted policy analysis regarding veterans' disability benefits, quality of life, and military transition. Authored reports, papers, Congressional testimony, and provided presentations. Created final report outline and text. Arranged and prepared Commission meetings, and site visits. Supervised four research assistants and three interns.

**FAR Group & Resilient Press, Silver Spring, MD** **2002-2005**  
*President, Consultant, Publisher*  
Provided supportive services to government, private, and non-profit organizations in areas of health and welfare, public affairs, policy analysis, legislative initiatives, strategic planning, communications, event coordination, program evaluation, networking, outreach, fundraising, and training. Published two health-related books; one on trauma treatment, and the other on weight loss.

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**Health Net Federal Services, Arlington, VA**

**2004-2005**

*Clinical Director*

Organized mental health programs and outreach for Defense Department. Managed programs and dozens of consultants working internationally. Provided guidance and oversight of policy development, quality assurance, outreach, networking, and training. Screened clinicians for placement in monthly assignments overseas.

**The American Legion, Washington, DC**

**1996-2002**

*Deputy Director, Health Care*

Oversaw healthcare policy issues as the organization's spokesperson. Provided reports, documentation, policy review, analysis, and testimony for the membership, VA, and Congress. Supervised a team of VA hospital evaluators and a Persian Gulf Task Force. Developed strategic plans and unit budget. Assisted disabled veterans with various health, welfare, and benefits concerns. Consulted for several VA Committees. Field Instructor for Howard University students.

**US Army, Walter Reed Army Medical Center, Washington, DC**

**1992-1995**

*Social Work Officer (Captain) Chief, Inpatient Psychiatry, Assistant Chief, Medical/Surgical Branch*

Provided psychosocial assessments for inpatients and Gulf War veterans. Facilitated psychotherapy and discharge planning. Assisted transitioning soldiers with housing, PTSD, employment, and aftercare. Participated in casualty drills. Conducted peer review chart audits for quality improvement. Supervised 3 social workers (GS12), 2 soldiers, and MSW/BSW students. Managed continuing education program for 30 social workers and oversaw unit budget.

**Vietnam Seminars and Consulting, Coram, NY**

**1991-1992**

*Writer, Lecturer*

Wrote and produced a 12-step manual, "A Self-Help Program for Afghanistan War Veterans." Raised funds for the project. Coordinated and led lecture series based on the manual in the former Soviet Union cities of St. Petersburg, Moscow, and Kiev.

**Vietnam Veterans Resource Center, Hicksville, NY**

**1986-1990**

*Program Director*

Administered grants and budget obtained from New York State. Conducted quarterly reviews for quality assurance. Supervised clinical interventions and assigned cases. Field supervisor for two universities. Provided psychotherapy to Vietnam veterans and their families. Directed an incarcerated veterans' program. Presented forensic testimony. Assisted veterans in obtaining employment, housing, education, medical care, and VA benefits. Conducted community outreach and educational initiatives.

**Professional Certifications and Affiliations:**

*Licensed Certified Social Worker Clinical (LCSW-C)* Association of Social Work Boards  
*\*Board Certified Expert in Traumatic Stress (BCETS)*, American Academy of Experts in Traumatic Stress

*\*Academy of Certified Social Workers (ACSW)*, National Association of Social Workers

**K. Eileen Giglio**

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**OBJECTIVE:** Apply leadership, management, networking and strategic planning skills to enhance acquisition and business practices in the Department.

**SKILLS:**

- Excellent leader and strategist with creative problem solving and organizational skills.
- Innovative and a keen sense for thinking “outside-the-box.”
- Proven team-building expertise and negotiating skills.
- Effective oral and written communication for internal and external audiences.
- Flexible and adaptable in seeking alternative solutions to change.
- Leverage limited resources to get the job done.
- Conversational German language skills.

**ACCOMPLISHMENTS:**

- Provided leadership for the review of acquisition performance, participated in identification of reforms for implementation and finalization of the final report.
- Established the mission and functions for ITS and instituted a communication and transformation plan.
- Enhanced government “outreach to industry” program, regarding technology transfers.
- Developed a dynamic defense reform communication and change management strategy.
- Advised senior officials on legislative strategies resulting in remarkable congressional support/funding for nuclear, chemical and biological defense programs.
- Identified, organized and directed agendas for the Secretary of Defense’s Threat Reduction Advisory Committee.

**June 2005 – Present ~ Director Defense Acquisition Performance Assessment Project (DAPA).** Provide advice and leadership to the DAPA Panel and the DAPA Program office to review “every aspect of acquisition” in response to the June 7 tasking from the Deputy Secretary. Identified and scheduled subject matter experts to review past and present acquisition activity for the DAPA Panel. Participated o the analysis of reforms for implementation. Managed the production and release of the final report.

**May 2004 – June 2005 ~ Director, Special Projects, Office of International Technology Security (USD/AT&L).** Established the mission and functions for ITS to leverage new technologies and provide a “cross-cutting” base of leadership in DOD to identify and protect critical technologies. Direct the office budget and internal management controls. Assumed membership on all the interagency and industry technology working groups and created, published and marketed a Defense Department website ([www.acq.osd.mil/its](http://www.acq.osd.mil/its)) as a unique research engine for technology security. Aggressively reviewed the Militarily Critical Technology Program budget and functions to enhance the program’s value to the Department. Partnered with OSD Policy on the congressionally mandated Wisconsin Project to identify proliferation risks and support training of international export control organizations. Additional “special projects” include

a nano-technology initiative, review of high performance computer control parameters and a critical technology protection program at laboratories.

**May 2000 – May 2004 ~ Director, External Affairs and Technology Security Senior Analyst - Defense Technology Security Administration (DTRA).** Formulated technology security policy for the review of dual-use technology transfers. Represented OSD on the Subgroup for Nuclear Export Controls and the Export Controls and Related Border Security Assistance Program. Enhanced understanding of technology security issues by developing contacts and information sharing with U.S. industry, the media, Congress, Inspectors General, General Accounting Office and state and local government officials.

**May 1999 – May 2000 ~ Deputy Director, Threat Reduction Advisory Committee, (DTRA).** Developed agendas and shaped official deliberations for the Secretary of Defense's Federal Advisory Committee of senior private sector officials. Managed communication and marketing strategy for advanced systems and concepts that anticipated potential threats from weapons of mass destruction.

**May 1998 – May 1999 ~ Director, Communications, Defense Reform Office, Office of the Secretary of Defense (OSD).** Formulated and directed public relations and legislative strategy for OSD initiatives. Managed 20-person process team that introduced financial, acquisition, logistics, and quality-of-life reform programs in the OSD and military services. Seventy-five percent of reform programs introduced in OSD were adopted/approved. Designed Defense Reform logo and electronic communication tools.

**February 1998 - May 1998 ~ Director, External Affairs, DTRA Transition Team.** Devised successful communication strategy and initiated congressional consultations that merged three defense agencies; including treaty monitoring, nuclear and chemical and biological defense programs and technology security, into the DTRA. This merger affected more than 22,000 people resulting in a consolidated budget of about \$2 Billion.

**July 1993 – February 1998 ~ Director, External Affairs, Assistant to the Secretary of Defense for Nuclear, Chemical and Biological Defense Programs.** Political advisor and strategic planner for senior OSD officials. Established successful and effective communication with senior officials in Congress, industry, the media and the international community that resulted in heightened awareness. Crafted and implemented congressional and public relations strategies; including chemical weapons destruction at eight U.S. sites; the Counterproliferation Initiative; and the Cooperative Threat Reduction Program.

**January 1988 – July 1993 ~ Chief, Governmental Affairs, On-Site Inspection Agency.** Original senior staff assigned to the "start-up" of the new agency, to support implementation of arms control treaties. Coordinated congressional consultations and legislative initiatives. Successfully managed the agency's congressional budget cycle in excess of \$80M. Established and managed the Internal Management Control Program. Served as an official arms control treaty inspector at storage, elimination and portal sites in the Former Soviet Union.

**January 1987 - April 1987 ~ Special Assistant to the Special Counsel to the President, the White House.** Temporary detail to the White House to assist the President's Counsel regarding congressional strategy and consultations dealing with the Iran Contra affair. Met with senior House and Senate leadership and facilitated delivery of key documents for review in preparation for the hearing phase of the Iran Contra Affair.

**April 1984 – January 1988 ~ Special Assistant on Arms Control, Intelligence and Defense to the Assistant Secretary for Legislative Affairs, Department of State.**

Principal legislative and congressional relations advisor to U.S. arms control treaty negotiators, U.S. Representatives to NATO, NSC Public Diplomacy and the US/Soviet Summit Working Groups. The legislative portfolio included arms control, defense and intelligence issues.

**January 1982 – April 1984 ~ Legislative Liaison Officer, Arms Control and Disarmament Agency.** Identified congressional arms control network and initiated and managed briefings and congressional testimony. Designed, coordinated, published and distributed Arms Control Issues book to Congress that became a valuable arms control information tool for the legislative and executive branches of government.

**January 1980 - January 1982 ~ Defense Legislative Assistant to Representative Hal Daub (R-Neb).** Tracked and advised Member regarding legislative and constituent issues. The responsibilities included defense, veteran and national security issues. Served as military caseworker and Strategic Air Command headquarters liaison. Managed military academy nominations and served as Member's liaison with academy officials.

**EDUCATION/TRAINING:**

Senior Executive Fellow - JFK School of Government, Harvard University  
Bachelor of General Studies, Political Science and German - University of Nebraska  
Contemporary Executive Development - George Washington University  
Practicing Law Institute – Export Controls  
Defense Language Institute - German curriculum  
Nuclear Weapons Advanced Course, Kirkland AFB  
Space and Missile Orientation Course, Vandenberg AFB

**AWARDS:**

OSD Civilian Service Awards for Excellence  
    Chemical Demilitarization Outreach - April 1997  
    DTRA Transition - March 1999  
    Defense Reform Communications - March 2000  
Distinguished Civilian Service Award - OSIA, May 1997  
Exceptional Civilian Service Award - OSD, January 1998  
Exceptional Civilian Service Award - OSD, March 2000

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# D'ARCY E. GRISIER

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## PROFESSIONAL EXPERIENCE

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**U.S. SENATOR JOHN ENSIGN (R-NV)/Washington, D.C.** 2003-present

*Military Legislative Assistant for Chairman of the Readiness and Management Support Subcommittee,  
Senate Armed Services Committee*

- Advise Senator Ensign as principle aide responsible for all defense and veterans issues.
- Work across party lines to coordinate subcommittee hearing topics and witnesses.
- Coordinate with staff of defense authorization and appropriations committees.
- Research and draft legislation, memorandums, Senate floor speeches, Senate Committee testimony, and letters to Administration officials and constituents.
- Cultivate relationships with key Congressional staff, public representatives, private sector representatives, Nevada leaders, and constituents.

## UNITED STATES MARINES CORPS

1977-2003

*Director, Assistance and Investigations, Office of Inspector General*

Headquarters, U.S. Marine Corps, Washington D.C. 2001-2003

- Supervised staff of eight credentialed investigators and provided oversight of investigations into allegations of fraud, waste, abuse, and mismanagement within an organization of 172,000 members.
- Planned, directed, and coordinated sensitive investigations involving general officers/senior executive service.

*Executive Officer, Office of the Chairman of the Joint Chiefs of Staff*

Pentagon, Washington D.C. 1999-2001

- Managed staff of six supporting Presidential Appointee in providing military advice to the Secretary of State.
- Presented briefings to the Secretary of State and Chairman of the Joint Chiefs of Staff.

*Battalion Commander, Marine Corps Recruit Depot*

San Diego, CA 1996-1998

- Led organization of 160 in providing initial basic training to 6,000 new Marines annually as chief executive.
- Reduced trainee attrition from 13% to 8.4% in the first year, and to 7.5% the second year.

*Assistant Chief of Staff, Marine Corps Base Hawaii*

Kaneohe Bay, HI 1994-1996

- Managed staff of 40 in providing training services and facilities to 5,000 personnel on three different islands, as senior operations officer.

*Executive Officer, Marine Infantry Battalion*

Kaneohe Bay, HI 1993-1994

- Managed multifunctional staff of nine officers in providing required training, personnel management, and logistical support to organization of 1,000 members.

## EDUCATION

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**NATIONAL WAR COLLEGE/Washington, D.C.**

Master of Science, National Security Strategy

**UNIVERSITY OF ARKANSAS/Little Rock, AR**

Master of Arts, Criminal Justice

**VIRGINIA COMMONWEALTH UNIVERSITY/Richmond, VA**

Bachelor of Science, Administration of Justice

## AFFILIATIONS AND ORGANIZATIONS

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Military Officers Association of America  
National Security Study Group, US Senate

Disabled American Veterans

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# William Greenwalt

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## PROFESSIONAL EXPERIENCE

**Professional Staff Member, Senate Armed Services Committee, Senator John Warner, Chairman. Washington, D.C. 1999-present.**

- Responsible for defense acquisition policy, information management, industrial base, export control, and management reform issues.
- Serves as deputy to the Staff Director and provides oversight and management direction of the Committee's activities and staff.
- Serves as lead staff member for the Subcommittee on Readiness and Management Support and the Subcommittee on Strategic Forces and is responsible for the management and oversight of subcommittee agendas and staff.

### Salary History

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**Professional Staff Member, Senate Governmental Affairs Committee, Senator Fred Thompson, Chairman. Washington, D.C. 1997-1999.**

- Served as primary Committee staff member for federal management issues.
- Responsible for the oversight of the Office of Management and Budget, the General Accounting Office and agency Inspectors General.
- Served as acting communications director responsible for committee press relations and communications strategy.

**Professional Staff Member, Subcommittee on Oversight of Government Management, Senate Governmental Affairs Committee, Senator William Cohen, Chairman. Washington, D.C. 1994 to 1997.**

- Responsible for the Senator's legislative initiative to reform information management and acquisition practices in the federal government, culminating in the enactment of the Clinger-Cohen Act of 1996.
- Served as a military legislative assistant to Senator Cohen for readiness, depot maintenance, acquisition, technology and personnel issues and as a designated staff representative to the Senate Armed Services Committee.

**Visiting Fellow, Center for Defence Economics, University of York, United Kingdom. 1991 - 1993.**

Served as a country expert on several studies for the European Commission on government procurement, European defense industry restructuring and the economic effects of reductions in defense spending in the European Community.

**Overseas Immigration Specialist, United States Department of Justice, Immigration and Naturalization Service, American Consulate General, Frankfurt, Germany. 1990 - 1991.**

Carried out a wide range of consular duties and was the primary liaison with U.S. military officials for immigration matters in Germany.

**Management Analyst/Program Evaluator, United States General Accounting Office, Los Angeles, California. 1982 - 1987.**

Planned and conducted financial and management evaluations of U.S. government programs primarily focusing on major weapon systems acquisition and technology issues at the U.S. Air Force Space Systems Division and Ballistic Missile Office.

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### EDUCATIONAL BACKGROUND

**Master of Arts, International Relations, emphasis in defense and strategic studies, University of Southern California, Los Angeles, California. 1989.**

**Bachelor of Arts, Economics and Political Science, California State University, Long Beach, California. 1982.**

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### OTHER EXPERIENCE

Panelist and speaker for numerous conferences and public events on acquisition and defense policy issues and has been a frequent guest speaker and study advisor at various universities and think tanks in the Washington, D.C. area.

Subcommittee platform staff member for the Defense Subcommittee of the National Republican Platform Committee, Philadelphia, PA. 2000.

Taught courses in government, international business and economics for several American colleges and universities in Germany, 1990-1993

Foreign Affairs Specialist Intern with the Office of the Secretary of Defense, International Security Policy/Verification Policy, Washington, D.C. 1988.

ADUSD(I&E)

**Philip Wayne Grone**

*Residence*

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*Professional*

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***Professional***

**Deputy Staff Director and Assistant Deputy Staff Director, Committee on Armed Services, U.S. House of Representatives.**

March 2000 – present.

Principal responsibilities include managing approximately 55 professional and clerical staff members of the Committee on Armed Services to support the daily operation of the committee and coordinating legislative strategy and tactics with respect to the annual defense authorization bill and other legislation. Manages and coordinates all committee hearing, mark-up, floor, and conference activities, including the production of the annual defense authorization bill and other legislation, and accompanying committee reports. Acts as deputy to the staff director in matters of liaison and representation with the House leadership, committee members, committee and congressional staffs, industry, and other members of the House, the Senate, the Department of Defense, and other executive branch agencies. Renders advice on questions of committee jurisdiction, organization of the committee, parliamentary posture of the annual defense authorization bill and other legislation, and parliamentary procedure generally. Continues all responsibilities for the Subcommittee on Military Installations and Facilities as described below. Position redesignated as Assistant Deputy Staff Director in March 2001 without alteration to designated responsibilities.

**Professional Staff Member, Committee on Armed Services, U.S. House of Representatives.**

January 1995 – February 2000.

Responsible for staff direction and management of the Subcommittee on Military Installations and Facilities. Responsibilities included fiscal and legislative oversight of the military construction and military family housing programs of the Department of Defense, the NATO Security Investment Program, military land and natural resource management policy, the base closure and realignment process, and real property acquisitions and disposals (including leases). Major enacted legislative initiatives included the Military Housing Privatization Initiative, the privatization of defense utility infrastructure, reform of the Sikes Act (concerning natural resource management on military installations), and various withdrawals of the public lands for military training and readiness.

**Subcommittee Professional Staff Member, Subcommittee on Oversight and Investigations, Committee on Armed Services, U.S. House of Representatives.**

December 1993 - January 1995.

Responsibilities included oversight of the base closure process, international peacekeeping operations, economic effects of the defense drawdown, effects of mergers and acquisitions on the defense industrial base, and European security issues.

**Professional Staff Member, Joint Committee on the Organization of Congress, United States Congress.**

November 1992 - December 1993.

Bipartisan joint committee established to undertake a thorough review of, and make recommendations on, congressional operations, processes, rules, and procedures. Principal responsibilities included primary staff support to House Republican members of the Joint Committee on the Organization of Congress. Recommendations developed by the Joint Committee and the proposals offered by House Republican members provided the foundation for reforms adopted by the House of Representatives to its rules and procedures for the 104<sup>th</sup> Congress.

**Legislative Assistant to U.S. Representative Willis D. Gradison, Jr., U.S. House of Representatives.**

May 1985 - November 1992.

Primarily responsible for legislative and policy analysis in the fields of agriculture (particularly with regard to the sugar industry and reforms of the federal sugar program), financial institutions oversight and regulation (particularly with regard to reform of federal credit programs), defense and foreign policy, tort reform, and patent extensions.

**Adjunct Faculty, The Washington Center for Internships and Academic Programs.**

January 1992 - December 1992.

Conducted three non-introductory seminars for credit on contemporary issues in American foreign policy for undergraduate students participating in the programs of The Washington Center.

**Foreign Affairs Analyst, Foreign Affairs and National Defense Division, Congressional Research Service, The Library of Congress.**

January 1985 - April 1985.

Supported the legislative and research needs of congressional clients on various topics in American defense and foreign policy with an emphasis on Latin American and Southern Pacific security issues.

**Teaching Assistant, Woodrow Wilson Department of Government and Foreign Affairs, The University of Virginia.**

January 1983 - December 1984.

Conducted discussion sections and gave occasional lectures in various topics in American foreign policy and comparative Western European foreign policies.

***Education***

Master of Arts in Foreign Affairs (May 1984)  
The University of Virginia

Bachelor of Arts in International Studies, *summa cum laude* (May 1982)  
Northern Kentucky University

***Awards***

Professional Achievement Award, Awarded by the Northern Kentucky University Alumni Association, February 2000.

Paul J. Sipes Award for Community Services, Awarded by the Northern Kentucky University Alumni Association, May 1982.

***Professional Activity***

"Military Installations at a Crossroads: Recapitalization or Erosion?". Remarks to The Society of American Military Engineers, Quarterly Sustaining (Corporate) Member Breakfast: Current Executive Issues Forum, Arlington, Virginia, December 11, 1996.

"Nationalism in Post-Cold War Europe". Discussant (Panel Fri-D-1), Annual Meeting of the International Studies Association, Washington, D.C., March 29-April 1, 1994.

"A Roundtable on Congressional Reform: The Perspective of Political Scientists". Participant (Panel 6-4), Annual Meeting of the American Political Science Association, Section on Legislative Studies, Washington, D.C., September 2-5, 1993.

"Roundtable on Congressional Reform". Participant (Panel 11-13), Annual Meeting of the Midwest Political Science Association, Section on Legislative Politics, Chicago, Illinois, April 15-17, 1993.

"The U.S. Sugar Program and Foreign Economic Policy: The Contradiction of Sectoral Protectionism and Liberal Trade". Paper presented at the Annual Meeting of the Midwest Political Science Association, Section on Political Economy (Panel 15-3, Causes and Consequences of the Congressional Role in Economic Policy Making), Chicago, Illinois, April 9-11, 1992.

"Trade Policy and the U.S. Sugar Program". Paper presented at the Annual Meeting of the Western Political Science Association, Section on Public Policy (Panel N-10, Trade Policy), San Francisco, California, March 19-21, 1992.

# Gregory Gross

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## EXPERIENCE

08-14

### Chief of Staff

**Senator Elizabeth Dole, U.S. Senate, Washington, D.C. 2005–Present** left 2007

- Advise Senator Dole in her capacity as member of Senate leadership on agenda-setting, floor strategy, and relations with House of Representatives, White House, interest groups, and press. Represent Senator Dole at Senate and bicameral leadership meetings, party conferences, and retreats.
- Principal advisor on all Senate business, including legislative strategy, committees, appropriations, presidential appointments, and liaison to White House, congressional leadership, and national, state, and local interest groups. Manage staff of 55 and budget of \$2.8 million.
- Frequently address U.S. and European conferences on foreign policy and other issues.
- Lead biweekly speaker series for Republican Senate chiefs of staff and committee staff directors featuring senior Bush Administration officials, policy experts, and media representatives.

### Chief of Staff

**Senator Peter G. Fitzgerald, U.S. Senate, Washington, D.C. 1999–2005**

- Principal advisor and liaison on all Senate business, as described above for Senator Dole. Managed staff of 60 and budget of over \$3 million.
- Frequently addressed conferences on foreign policy and other issues.
- Founded and led biweekly speaker series for Republican Senate chiefs of staff as described above.
- Successively negotiated broad new jurisdiction for Senate Governmental Affairs Subcommittee on Financial Management, the Budget and International Security subcommittee, chaired by Senator Fitzgerald, and oversaw hearings, investigations, and legislative work on North Korea, mutual fund reform, pension reform, and other issues. (2004–2005)

### Legislative Director

- Oversaw legislative staff. Advised senator on key issues, including foreign policy, defense, budget and tax policy, and parliamentary procedure. Authored legislation, including first provision of 2001 tax relief bill to be made permanent. Wrote opeds, speeches, and floor statements. (1999–2001)

### Assistant to the President for Policy

**American Red Cross, Washington, D.C. 1997–1999**

- Advised President Elizabeth Dole on governance, management, and operations, as well as critical political, legislative, and international issues affecting the Red Cross.
- Represented president on senior management committees and task forces.
- Implemented numerous presidential initiatives including Red Cross effort to improve public health in China.

### Deputy Director of Policy

**Dole for President and Dole/Kemp '96, Washington, D.C. 1995–1996**

- Senior advisor to Senator Bob Dole. Designed major campaign initiatives. Coordinated all aspects of policy development and communication for Dole in primaries and general election, managing staff of 8 and active volunteers of over 200. Oversaw development of all issue briefing papers. Represented Dole in public addresses and talk radio.
- Prepared speeches, editorials, press releases, and debate materials for Senator Dole. Directed preparation of "Dole and Kemp on the Issues" book for publication. Served on foreign policy advisory group.

### Senior Consultant

**Fidelity Investments, Boston, Massachusetts. 1994–1995**

Advised senior management on improving efficiency, cost accounting, and staff morale through reorganization and technological innovation. Received award for visionary contribution to company.

- Independent Consultant** Consulting in research design, and economic and statistical analysis. 1984-1995
- *Economic Growth Center, Yale University.* Co-authored study of international capital flows.
  - *Joint Center for Urban Studies, M.I.T. and Harvard University.* Analyzed effects of U.S. tax reform on investment. Performed advanced econometric modeling of housing market.
  - *Harvard Division for Health Policy Research and Education.* Developed \$1 million research grant proposal for major cardiovascular health promotion program.
  - *Other clients:* Legal Profession Program, Harvard Law School; Department of Psychiatry, Yale Medical School.
- Political Assistant** **House of Commons, United Kingdom,** to Dr. Keith Hampson, M.P., and Sir Nicholas Fairbairn, Q.C., M.P., former Solicitor General of Scotland. 1986
- Researched British nuclear weapons policy, legal reform, parliamentary procedure, and other issues. Prepared speeches and press releases, and met with constituents. Assisted Sir Nicholas in researching and writing his memoirs.
- Consultant** **Organization for Economic Cooperation and Development, Paris, France.** 1985-1986
- Oversaw development of new strategies for rapid collection and analysis of economic and financial information. Negotiated directly with member governments and national banks, requiring extensive travel to European capitals. Represented OECD at major European Community conference on international information exchange.
- Researcher** **Department of Government, Harvard University, Cambridge, Massachusetts.** 1983-1985
- Guided design of research project on the politics of anti-communism in the 1940s and 1950s. Performed advanced statistical analysis of public opinion surveys.

- EDUCATION** **Yale University, New Haven, Connecticut.**
- M.A. in International Relations, 1992. Yale Graduate Fellowship. Teaching Fellow.
- Harvard University, Cambridge, Massachusetts.**
- A.B. in Social Studies, an interdisciplinary honors major, 1984. National Merit and Avon Scholarships. Dean's List.
- Institut Catholique, Paris, France, 1985-86.**

- ACTIVITIES** **Center for Strategic and International Studies, Transnational Threats Initiative Task Force.**
- Council on Foreign Relations, Atlantic Partnership Program.**
- International Trauma Center** for the victims of genocide, Member, Board of Directors.

- PUBLICATION** "A Partial Asset and Debt Matrix for the Newly Industrializing Economies and the Heavily Indebted Latin American Countries," with M. Kuroyanagi, in Hamada ed. Prospective International Capital Ownership Patterns Across the Pacific (Yale Economic Growth Center, 1990).

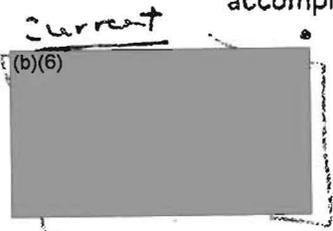
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Priscilla E. Guthrie



**Summary:** Business leader with successful P&L management experience and excellent people skills. Strong IT systems knowledge developed over 25 years of performance in multiple industries (automotive, aftermarket (automotive and aerospace), government and commercial IT).

**Current Position:** VP, e-Business reporting to the CEO of TRW Inc. Established, and now lead, a small, global unit responsible for driving new IT technologies into the \$17B company's businesses to create competitive advantage. Examples of activities and accomplishments include:



- Designing and implementing customer/supplier portals
- Piloting supply chain tools and processes
- Fielding collaborative design and engineering tools
- Drafting an updated IT security policy
- Reexamining the corporate IT architecture from a data perspective
- Redoing the company web site, standards and guidelines for use.

**Education:**

- BS Electrical Engineering, Penn State
- MBA, Marymount University
- Global Leadership Program, Thunderbird

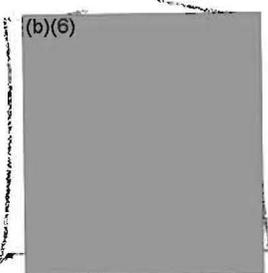
**Prior Experience:**



**IT Business Management:**

Vice President and General Manager with responsibility for a \$500M+ unit that delivered IT and e-business services and solutions to customers in the Manufacturing, Public Safety Systems (transportation), Healthcare and Human Services sectors. 2500 employees in 13 countries.

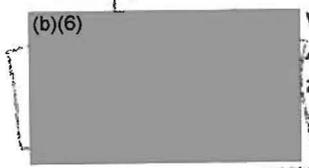
Developed an early e-business strategy for TRW's Aerospace and Information Systems businesses.



As Vice President and General Manager, led a \$150M unit that delivered IT and telecommunications services and solutions to U.S. Government customers: Treasury, IRS, SEC, and OPIC.

As Deputy GM, was responsible for a unit that provided engineering and IT services to customers including Navy, FAA, IRS, CDC, and Census.

As Director of Operations, was responsible for IT, engineering, materials, worldwide purchasing, logistics, warehousing and distribution for TRW's Automotive Aftermarket. Upgraded business processes (including supply chain) and implemented supporting IT solutions.



## Priscilla E. Guthrie

### IT Program Management:

As Program Manager, led a contract to assist the IRS in developing a plan and architecture for modernizing the tax processing systems. Personally worked with the Modernization Executive(s) and CIO to develop the plan. Worked the Hill to obtain Congressional support/funding.

As Program Manager, successfully developed and fielded one of the early real-time, distributed processing systems incorporating multi-level security.

### Information Technology:

As Laboratory Manager, was responsible for a 450-person organization that designed, developed and delivered software solutions to TRW programs.

As Service Center Manager, ran the unit responsible for providing IT services and business applications to TRW organizations and employees on the East Coast.

As a Section Head, was responsible for Systems Engineering, System Software, and Signal Processing. These teams designed and developed several real-time processing systems.

Built models, simulations, and software for various contracts for the U.S. Government.

Designed and developed real-time multi-path passive ranging algorithms for shipboard applications.

### Professional Organizations/Community Service:

- AIA (Aerospace Industries Association) e-Business Steering Group
- OESA (Original Equipment Suppliers Association) e-Bus Council
- Covisint (Auto Exchange - Ford, GM, DCX..) Customer Council
- Penn State College of Engineering, chaired and participate on several Dean's Advisory Boards (Women in Engineering, Leonard Center, Enterprise Integration, Engineering Society)
- Mentor, various organizations

### Awards/Recognition:

Outstanding Engineering Alum - 2000, Penn State

Commencement Speaker, May 2000, Penn State College of Engineering

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Final  
S&I O

**CAROL A. HAAVE**

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**SUMMARY OF QUALIFICATIONS**

- 20+ years strategic planning, operations/intelligence analysis, security and high technology line management and consulting experience within the DoD and IC
- M.A., Human Resources Management; B.A., Sociology
- Thrive on tackling hard, systemic problems and take pride in "making things happen"
- Extensive industry, Government and Congressional contacts
- TS/SCI

**SUMMARY OF SKILLS**

- Leader and "hands-on" analyst able to synthesize disparate data and articulate a clear vision; quickly assess problems and develop innovative solutions; and effectively bridge organizations and motivate people towards a common win-win strategy or goal
- Able to discern and maximize people's strengths to improve productivity
- Able to re-engineer business processes to improve efficiency/effectiveness and decrease costs
- Information-centric, strong customer focus

**ACCOMPLISHMENTS AND EXPERIENCE**

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**Consultant**

Sullivan Haave Associates, Inc.

1988 - Pres

- Leading a DARPA effort to design a "Command View" system for the Commander, Pacific Air Forces that solves the interoperability problem of disparate databases and operating systems while providing him dynamic, composite views of relevant information to enhance decision-making at all levels in the organization. The concept is revolutionary, simple, low cost, requires little training or systems administration and is customizable by each user to meet individual needs.
- Created a DARPA/Air Force experimentation cell at Nellis AFB, NV to facilitate the introduction of advanced technology into operational environments prior to crisis. Negotiated with various Commands, units, people as well as DARPA Program Managers and contractors to design and implement experiments, based upon technology insertions during Allied Force, that will fundamentally change the way we conduct warfighting and improve technology transition. Included are Precision Predator and JSTARS/Predator Cross-Cueing.

- Designed an "Information Superiority" program that bridges both the Intelligence Community and the Department of Defense to improve processes for producing the "right information at the right time disseminated to the right people (warfighter) in the right format." Proposed program was negotiated among two military services, three intelligence organizations, other OSD/Service agencies and the Congress to develop a strategy and gain initiative support. Program leverages commercial technology and business practices integrated with government and military "legacy" systems to create the distributed information architecture of the future. Pieces have been implemented in various organizations.
- Created a strategic plan for the Director, National Imagery and Mapping Agency that tied NIMA's stated vision to its customers, programs, resources and budget. Specific focus was on business process/product and information improvements, customer satisfaction, human resources and outsourcing initiatives.
- Operations Manager for a one year, \$100 million, revolutionary, secure, collaborative and direct broadcast communications and information system (JBS, VSAT and Information Management) deployed to 33 sites throughout Europe and Bosnia during Allied Force, totally networked and integrated with our coalition partners using commercial technology and companies. The joint team consisted of over 15 Government/military organizations and numerous contractors who worked together to make it happen. The Bosnia Command and Control Initiative (BC2A) was considered a "hallmark" program by then Secretary of Defense, Bill Perry.
- Senior Management/Research Analyst for the Congressionally-legislated National Defense Panel -- analyzed alternative futures environments related to National Security Strategy goals, interests and objectives in 2020. Proposed future required capabilities based upon new operational concepts derived from projected technology innovations and recommended organizational changes to better support how we conduct "missions" and "mission support" in the future. Specific areas of expertise included intelligence and HUMINT, space, "jointness" and the UCP.
- Supported the Director, Defense Advanced Research Projects Agency in leveraging advanced technology investments and transitioning technology to industry and other military/Government customers. Nominated several advanced technology programs (artificial intelligence, crisis prediction, synchronized execution and automated planning/replanning systems) that were subsequently adopted and funded by DARPA to solve either systemic or specific customer problems.
- Supported three Defense Science Boards, two on Intelligence and one focused on "Technology Breakthroughs."

**Consultant**

**Independent**

**1985 - 1988**

- Team Leader for the House Appropriations Committee's Surveys and Investigations one year study on global command, control and communications systems of all the Services -- programs evaluation, interoperability and vulnerabilities.
- Conducted classified threat, counterintelligence and vulnerability assessments of US overseas facilities.
- Retained search consultant for Fortune 500 companies specializing in high technology and specialized executive positions.

**Manager, Operations Services**      HRB Singer      1982 – 1985

- Managed 100% growth per year, consistent with revenues, an operating budget of \$8 million and department of 60 employees with overhead and contractual responsibility for personnel, technical and corporate publications, product assurance, security (CSSO) and safety, as well as facilities.
- Achieved company objectives and contractual requirements within cost and schedule by leading employees to consistently “achieve the impossible” despite being understaffed, via cross-training, increased productivity measures and emphasizing “customer service.”
- Department had the highest morale and lowest turnover of this remote, start-up facility
- Assumed responsibility for, evaluated and streamlined a \$20 million shipping/receiving operation (outside my charter) to improve efficiency and “get the job done.”
- Planned and designed to internal requirements and security specifications an 80,000 square foot engineering building. Saved considerable costs by recommending lease of short-term office space and relocation of contiguous operations pending building completion.

**Management Analyst**      NASA, Office of the Inspector General      1981 – 1982

- As an auditor/investigator submitted, in a report to the Congress, specific findings and a theory of “transition management” as it contributed to cost/schedule problems and proven mischarging on a \$600 million technology program.

**Inspector**      Summa Corporation      1979 – 1981

- Conducted security management surveys for Howard Hughes’ defense companies and hotel/casino operations to ensure physical and financial integrity.
- Conducted background, organized crime and other civil/criminal investigations working in conjunction with the FBI, Nevada State Gaming Commission, Las Vegas Metropolitan Police Department and other law enforcement/industry security representatives.
- Considered the most effective liaison by the above agencies/organizations.

**Lieutenant**      US Army      1975 – 1978

- Received an in-service direct commission after one year of enlisted service.
- One of first women officers to go “airborne” and serve in a FORSCOM combat support military police unit.
- Additional time spent in the Reserves.

**ALAN E. HAGGERTY**

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**OBJECTIVE**

A senior executive position that will fully utilize my experience, training and education in support of national defense.

**EXPERIENCE**

**Vice President and Division Manager, Electromagnetic Research Division of Information Systems Laboratories, Inc., 2005-present.** I am responsible for all aspects of performance for a division of 12 PhD-level scientists and engineers, including profit and loss, financial management, business development, day-to-day operations, personnel and recruiting, training and education, and customer relations. Performance of my division has improved substantially under my leadership, as evidenced by an increase in profitability of more than 15% in less than a year, and an increased customer base due to my marketing efforts.

**Deputy Director, Human Capital Strategy Working Group, Naval Sea Systems Command 2004-2005.** I acted as deputy to a senior executive service principal. I managed development of policy and programs to assure that the Naval Sea Systems Command's human capital strategy will provide personnel adequate to support the command's mission in all aspects of its work, for headquarters activities, PEOs, research and development centers, and naval shipyards.

**Major Program Manager, Above Water Sensors, U.S. Navy Program Executive Office for Integrated Warfare Systems, 2000-2004.** I created a new organization to meet the radar and sensor needs of the Navy of today and tomorrow, increasing organizational competence while working in an atmosphere of decreasing personnel and reduced total spending. I was responsible for all aspects of program management for all above-water sensors for the surface Navy, including radars and electronic warfare equipment. My responsibilities ranged from maintenance of aging, widely fielded in-service sensors, to new system development, to coordination of technology development to support future service needs. I worked closely with other major program managers, flag-level leadership in the Navy and other services, intelligence agencies, Congressional staffs, the Department of Commerce and the State Department. I dealt frequently with allied naval staffs and technical leadership regarding issues of technology transfer, and spearheaded cooperative development efforts with the United Kingdom, Australia and Japan. I also developed a new ACAT-ID program from scratch to post-milestone B development in less than three years, supporting customers outside the Navy and using non-Navy resources. In the course of the effort, I successfully completed two major acquisition milestones for the program.

**System Engineer for Navy Ballistic Missile Defense programs at the AEGIS project, Program Executive Officer, Theater Surface Combatants, 1998-2000.** I coordinated all engineering activities associated with development of Navy ballistic missile defense capabilities between the then-Ballistic Missile Defense Organization (now Missile Defense Agency) and Navy engineering offices for the AEGIS system. I conducted testing of advanced radar modifications for the SPY-1 radar, which added significantly to the Navy's missile defense capability. I also conducted briefings to the technical leadership of the Navy of the Republic of Korea, which led to the development of a major Foreign Military Sales project to supply the Aegis system to the ROKN.

**Senior Program Integrator for Navy Ballistic Missile Defense Acquisition, Ballistic Missile Defense Organization, 1995-1998.** I was responsible for development of Navy, Air Force and Army requirements for advanced technology research in support of missile defense development, as well as monitoring the management and technical performance of all services' BMD acquisition programs. I also conducted research and testing in hypervelocity impact lethality which contributed to the understanding of missile defense system effectiveness.

**Advanced Cruise Missile System Engineer for Cruise Missile weapon control systems at the Navy's Cruise Missile Project, 1990-1995.** I led a team which transformed wartime lessons learned into system requirements and improvements that will serve the Navy through the 21st Century. I led an effort to define and initiate development of an improved Tomahawk cruise missile, including development of system requirements and complete life cycle cost estimates, and also served on the Source Selection Board for Tomahawk Block IV. I participated in early planning efforts on a cooperative program with the Royal Navy, which led to fielding of the Tomahawk missile system onboard British submarines.

**Operations Officer/Overhaul Coordinator, USS Elliot, DD-967, 1987-1990.** I was responsible for management of a \$100+ million ship overhaul, the largest and most complicated destroyer overhaul project in memory. The complete overhaul effort included installation of three major new weapon systems, crew training, heavy ship maintenance, and post-overhaul testing. I routinely dealt with commercial shipyard management, and senior naval leadership. I also dealt with the results of a major strike by shipyard workers and completed the overhaul with the ship in outstanding condition.

**Chief Engineer/Main Propulsion Assistant, USS Chandler, DDG-996, 1982-1984.** I trained a new division of more than 30 engineers on a newly-commissioned ship. I brought the team to a high level of operational competence, completing all training and readiness tasks in a time line compressed by shipyard delays, with perfect results as rated by the Pacific Fleet Propulsion Examining Board.

**Navigator/Communications Officer, USS Vancouver, LPD-2, 1978-1982.** I served as Navigator, Communications Officer, Top Secret Control Officer, cryptographic materials system custodian, and amphibious operations boat group officer.

**EDUCATION**

M.S. Weapons System Engineering Naval Postgraduate School, Monterey, CA	1986
B.S. General Science, Oregon State University, Corvallis, OR, 97330	1978
High School Diploma, South Salem H.S., Salem, OR, 97302	1974

**TRAINING**

Defense Systems Management College Program Manager Course (530 Hours)	1995
Defense Systems Management College Advanced Systems Planning, Research, Development and Engineering Course (72 hours)	2000
Carnegie-Mellon University Software Quality Improvement Course (72 hours)	1992

**AWARDS**

Department of the Navy Fiscal Year 2004 Competition and Procurement Excellence Award for leadership of the Cobra Judy Replacement Program	2005
Legion of Merit	2004
Meritorious Service Medal (2 awards)	1995-2001
Defense Meritorious Service	1998
Navy Commendation Medal	1990
Navy League Award - Top Academic Achievement in Surface Warfare	1987
Department Head Course (First in a class of eighty-eight)	

**PROFESSIONAL**

(b)(6)	June 2002
DAWIA Level III, Program Management	1999
DAWIA Level III, System Planning, Research, and Development	2000
Member, Acquisition Professional Community	2000

**PUBLICATIONS**

**Haggerty, A.E., Van Wyck, D., May, T., Barker, P., Wood, R.L., Brown, J., et al. (2004) COBRA JUDY Replacement: A shipboard S- & X-band solid-state radar system for the collection of ballistic missile signatures. *Proceedings of the 2004 Military Sensing Tri-Service Radar Symposium* (classified).**

**Haggerty, A. E., & Wood, R. L. (1987). Return of the Naval Airship. *United States Naval Institute Proceedings*. 113(2), 48-50.**

**Haggerty, A. E., & Wood, R. L. (1985). The New Faces [of Amphibious Warfare]. *United States Naval Institute Proceedings*. 111(11), 37-40.**

**Haggerty, A. E., & Wood, R. L. (1984). Comment and discussion: Balancing the Nuclear Attack. *United States Naval Institute Proceedings*. 110(12), 19-22.**

**REFERENCES**

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***“ ... One of the very best senior officers I have ever observed... He has the knowledge, experience, integrity, fairness and vision to excel at the highest levels...”*** - from Officer Evaluation, 2003



## James D. Hall



Jim Hall is Acting Assistant Deputy Under Secretary of Defense for Logistics Plans and Programs and Director, Studies and Analysis for Logistics and Material Readiness. He is a member of the Senior Executive Service.

Appointed to the department in 2004, he is leading initiatives to incorporate lean principles into the DoD supply chain, streamlining material flow through regional inventory and materials management, improving inventory performance through collaboration on common challenges, and coordinating supply base efforts through commodity management. He is Executive Coordinator of the Business Transformation Investment Review Boards for Weapons Systems Life Cycle Management and Material Supply and Service Management. He also serves on the Joint Cross Service Supply and Storage Advisory Board, guiding implementation of Distribution Realignment and Procurement Consolidation.

Before joining the department, Jim addressed a range of supply chain management and operations issues in multiple industries as a management consultant. While a Vice President or Partner of Cleveland Consulting Associates, ATKearney and Deloitte Consulting he assisted executives of Borden, Delphi, GM, Kraft, Safeway, Sears, and other major firms. He focused on establishing cross-enterprise collaboration, globalizing business processes, creating synergy among multiple business units, and improving operations performance.

As a line manager for American Hospital Supply, the leading medical products distributor, he was responsible for logistics operations, costs, and assets in a major geographic area. He has managed the order to cash process, tiered inventory, customer service, multiple distribution centers, transportation, and financial functions.

He has been a speaker at several Council of Logistics Management annual conferences and is the author of the chapter "Supply Chain Management" in McGraw-Hill's Distribution Management Handbook.

Jim served in the Navy as a surface warfare officer aboard a DDG participating in combat operations. He graduated with distinction from the Naval Academy and has an MBA from Drexel University.



**Cleveland Consulting Associates**                      **Vice President**                      **1985-1992**

- Determined the operations practices and roll out strategy for a new business venture of HEB to meet service objectives at targeted cost. Opportunities yielding a cost structure 25% below anticipated levels were identified.
- Redesigned Safeway's store order process reducing cycle time 50%, eliminating over 30% of applicable inventory and increasing profits over 5%
- Developed long range facility strategies for multiple Safeway divisions
- Developed a revised distribution infrastructure and processes to respond to changing channels to the consumer for Pennzoil, providing service to the new channels and an overall 7% reduction in distribution costs
- Created the long-range, time-phased distribution strategy and \$235 million capital investment plan for Mervyn's to support geographic expansion
- Conducted network evaluations and site selection analysis, developed conceptual distribution center designs and material handling concepts to achieve service and cost objectives in a variety of industries
- Council of Logistics Management Track Chair and speaker at three annual conferences

Selected other clients include Kraft, 3M, Scottish & Newcastle Breweries

**American Hospital Supply**                      **Area Operations Manager**                      **1978-1985**

Responsible for customer service, operating costs and working assets for one of five major areas with ten profit centers. Managed area customer service and financial center, multi-distribution center network, multi-echelon inventory, local delivery and over-the-road fleets

- Consolidated order to payment functions and process of 3 separate divisions within a six state, ten profit center area, reducing operating costs while maintaining service
- Stabilized and then improved operations in the Cleveland regional office

**U. S. Navy**                      **Lieutenant**                      **1972-1978**

- Received personal and unit commendations for performance during combat operations in Southeast Asia in 1972 and 1975

#### **EDUCATION**

##### ***MBA***

Drexel University 1978

Beta Gamma Sigma Academic Honor Society

##### ***BS, With Distinction***

U. S. Naval Academy 1972

#### **SELECTED PUBLICATIONS AND PRESENTATIONS**

"Supply Chain Challenges" Supply Chain Council Annual Conference 2001

Collaborative Commerce in the Automotive Industry, Deloitte Research, Spring 2002

"Asset Productivity for Shareholders: Finding Hidden Value", Executive Agenda, Q4, 1998

Supply Chain Management" The Distribution Management Handbook; McGraw, Hill, 1993

## KATHLEEN LYN HARGER

Ms. Kathleen Harger is the founder, President and Chief Executive Officer of Research Analysis and Engineering, LLC (RAE), established in March 2000. RAE's objective is to accelerate the application of relevant technology to acquisition programs and products through technology search, business case analyses, brokering, and technology roadmapping. Primary clients include the U.S. Navy and the Chemical Biological Radiological Technology Alliance, where RAE serves as one of the thirteen co-primers organized to influence commercial and dual use technology development with an emphasis on meeting national security and defense technology needs.

Ms. Harger has provided technical leadership to the office of the Navy's Chief Technology Officer (CTO), now Commercial Technology Transition Office (CTTO), since its inception in 1999. The CTTO, reporting directly to the Navy's Service Acquisition Executive and to the Chief of Naval Research, is responsible for the transition of technology into acquisition systems to meet operational requirements. Ms. Harger's ability to translate operational requirements and needs into technology solutions where appropriate, aggressiveness in leading a team of people to accomplishment of program objectives, and energetic manner in maintaining customer satisfaction through her technical and business contacts in government and industry have been her greatest strengths in garnering success for the CTTO. She built the team that provides to the CTTO the professional technology, acquisition and business support enjoyed today.

Prior to founding RAE, Ms. Harger was the Vice President for Technical Operations at the Potomac Institute for Policy Studies, a non-profit, non-partisan organization focused on technology issues as they impact public policy. Her expertise in organizational management was sought as the company began to grow to bring to the corporation organizational discipline and robust business practices, as well as a working understanding of naval operations. She was responsible for the financial, contractual (government, grants, donations, consultants), facilities, and human resource aspects of the four-year-old, \$4M organization. Because of her technical and business contacts in government and industry, she was also instrumental to the Institute's success in influencing opinion/legislation concerning commercialization in space, dual use technologies for the military, the U.S. shipbuilding industry, alternatives to the use of antipersonnel land mines, missile defense and biological terrorism.

Ms. Harger served over five years with The MITRE Corporation as the Technical Lead on many Navy projects -- in both R&D and operational venues. She led the only Industry involvement in a government team that transitioned an R&D project (National satellite technology) in less than two years. Prior to that, she was the Manager of Corporate Planning at a small defense company, responsible for coordinating the company's strategic plan, identifying business opportunities, and developing customer relationships. Her ability to translate requirements into technology solutions, willingness to lead a team

of people to accomplishment of program objectives, and genuine interest in maintaining customer satisfaction were her strengths.

Ms. Harger spent ten years as an active duty Naval Officer, and 19 years in industry, providing technical and program management support for multiple government programs, including Antisubmarine Warfare (ASW) strategy and concept development, mine detection, and tactical exploitation of space. During her active duty service, she was a qualified watch officer at several Integrated Undersea Surveillance System (IUSS) stations; program sponsor managing the overall funding and resources for the IUSS; member of the Navy negotiation team for an international program where she negotiated sale of hardware, technology and concepts of operations to foreign governments in support of undersea surveillance; Deputy Director of oversight for all Navy Special Access Programs (SAPs), during which she became aware of advanced technologies and their applications to military requirements and intimate with the decision-making process for program support.

Ms. Harger retired out of the naval reserve as a Captain, having spent her final four years with the Chief of Naval Operations Executive Panel (CEP). After her retirement, she remained assigned to the CEP as a Special Government Employee, where she served as an advisor to the top-ranking naval officer on topics of personal interest to him as he contemplates the future direction of the United States Navy. Prior to her assignment to the CEP, Captain Harger spent seven years as a reservist in the naval space community, where she stood watches in the Naval Space Command operations center during Desert Storm, interfaced with the NRO for support to the warfighter, and was an integral player in the establishment of the Naval Space Reserve Program to bring formality to the coordination of the space expertise of 250 naval reservists.

Additionally, Ms. Harger was recently accepted as a Special Government Employee consultant to the Army Science Board. She has also served on the Strategic Advisory Board of Dynamics Technology, Inc., a company that provides physics-based modeling, simulation and performance analysis of advanced surveillance and weapons technologies and systems, and currently serves on the Science Advisory Board of Directed Technologies, Inc., founded in 1982 to rapidly mature and exploit emerging high impact technologies.

John A. Hartford Jr. (b)(6)

### **Summary of Qualifications**

Over thirty-three years of diversified leadership, management, and operations experience in positions of substantial authority and responsibility. Created, managed and implemented major systems and programs involving a majority of the organizations in the Executive, Legislative, and Judicial branches of the Federal Government. This also required interaction with State and local government organizations, and extensive engagement with US Industry. Extensive national experience in -- strategic planning and strategies, acquisitions, program and resource management, security and countermeasures, law enforcement, Congressional support, education, contingency and emergency operations, and intelligence/counterintelligence -- activities. Usually an originating member of the designated activity with actions conducted in high stress, accelerated, crisis management environments requiring a constant triage of national priorities and strategies; available resources; operational requirements; and political sensitivities.

### **Experience**

Special Assistant for Policy, Programs, and Resources to the Assistant Director of Central Intelligence for Collection.

Special Advisor to Secretary of Energy Commission on Science and Security.

Professional Staff support to former Senator Howard Baker and Congressman Lee Hamilton's review for and report to the President of the United States and Secretary of Energy on "Science and Security in the Service of the Nation: A review of the security incident involving classified hard drives at Los Alamos National Laboratory."

Professional Staff Member, Congressional/Presidential Commission to Assess the Organization of the Federal Government to Combat the Proliferation of Weapons of Mass Destruction.

Chief, Strategies and Evaluation Group, DCI Nonproliferation Center and secretariat for DCI's Nonproliferation Advisory Panel.

US Intelligence Planning, Programming, and Resource Management Officer, DCI Nonproliferation Center and Chairman, Resource Investment Subcommittee of DCI's Community Nonproliferation Committee.

Strategic Planning and Evaluation Officer and Chairman of the Arms Control Resource Working Group, Intelligence Community Staff.

**Director/Program Manager, Security and Countermeasures Program/System for White House/Multi-department, National Special Activities Program related to contingency and emergency activities.**

**Strategic Planning Officer and Executive Secretary, Critical Intelligence Problems Committee, Intelligence Community Staff.**

**Group Business Manager, Office of Development and Engineering, Central Intelligence Agency.**

**Consultant to Undersecretary of Defense for Research and Engineering.**

**Program Manager, Security and Countermeasures Program/System for Special Acquisition Programs, Undersecretary of Defense for Research and Engineering and Deputy Chief of Staff, Research, Development, and Acquisition, USAF.**

**Officer/Special Agent--Staff, and Command positions with the Air Force Office of Special Investigations--security, criminal, fraud, and counterintelligence investigations and operations.**

#### **Education**

- **The George Washington University, Washington DC, Master of Science in Special Studies -- Forensic Sciences & International Relations 1975**
- **University of Southern California, Los Angeles, CA, Bachelor of Science in Business Management**
- **Numerous professional/military management, investigative, and procurement education and training courses**

#### **Publications**

**Numerous publications created, edited and published throughout government career -- US government directives, manuals and handbooks; management and resource reports and analyses; department/agency organizational reports and studies; reports of investigations; and congressional reports.**

#### **Awards**

**National Intelligence Medal of Achievement; Multiple Exceptional Performance Awards; Two Meritorious Service Medals; Three Air Force Commendation Medals; Directors Distinguished Service Award; Air Force Outstanding Unit Award; Small Arms Expert Marksmanship Award**

## **Travel**

Extensive travels in the continental US. Overseas travel includes Turkey (government assignment--2 Years), England, Germany, Austria, Iran, Cyprus, Lebanon, Israel, and Greece.

## **Congress**

Prepared papers and conducted presentations and discussions individually and jointly, with Senate and House members of Congress and their staffs. Successfully established secure channels of communication for Congressional oversight of sensitive programs to include members and staffers of the following committees:

**SENATE**—Committee on Appropriations (Defense Subcommittee; VA, HUD and Independent Agencies Subcommittee; Commerce, Justice, State, and the Judiciary Subcommittee); Committee on Foreign Affairs; Select Committee on Intelligence; Committee on Armed Services

**HOUSE**—Committee on Appropriations (Defense Subcommittee; VA, HUD and Independent Agencies Subcommittee; Commerce, Justice, State, the Judiciary, and Related Agencies Subcommittee); Committee on Foreign Relations; Permanent Select Committee on Intelligence; Committee on Armed Services.

**DR. JOHN R. HARVEY**

(b)(6)

**EDUCATION**

UNIVERSITY OF ROCHESTER, Rochester, NY  
MS, Ph.D in experimental elementary particle physics  
Thesis: "Radiative Decays of Vector Mesons"

RUTGERS UNIVERSITY, New Brunswick, NJ  
BA in Physics with Departmental Distinction

**POSITIONS HELD**

2001-present

*Director, Policy Planning Staff*  
National Nuclear Security Administration  
Department of Energy

1995-2001

*Deputy Assistant Secretary of Defense for Nuclear Forces  
and Missile Defense Policy*  
Department of Defense

1989-1995

*Director, Science Program*  
Center for International Security and Arms Control  
Stanford University

1988-1989

*Deputy Program Leader, START and INF Verification*  
Lawrence Livermore National Laboratory

1985-1988

*Project Manager, Advanced Strategic Missile Systems*  
Lawrence Livermore National Laboratory

1982-1985

*Staff Assistant for Strategic Assessments*  
Strategic Arms Control Policy Office  
Office of the Secretary of Defense, Washington, DC

Fall 1984/Spring 1985

*OSD Representative to the U.S.-USSR Standing  
Consultative Commission, Geneva*

June-August 1983

*Technical Advisor, U.S. START Delegation, Geneva*

1978-1982

*Staff Physicist, Special Projects Program (Z-Division)*  
Lawrence Livermore National Laboratory

**AWARDS**

Secretary of Defense Medal for Outstanding Public Service  
(awarded Sept. 1985, Jan. 1997 and Jan. 2001)

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**ADVISORY PANELS**

Member, Strategic Command Scientific Advisory Group (1995-2001)

Member, NATO Science Committee Advisory Panel on Disarmament Technologies (1993-1999).

Member, Defense Special Weapons Agency Oversight Board (1995-98)

Member, Senior Advisory Group on Theater Missile Defense, Institute of Foreign Policy Analysis, Cambridge, MA, (1993).

Member, National Academy of Science-Russian Academy of Science joint working group on dual-use technologies and export administration, (1992-93).

**WORK EXPERIENCE**

*Director, Policy Planning Staff, National Nuclear Security Administration (2001-present)*

I advise the NNSA Administrator, first Gen. John Gordon, then Amb. Linton Brooks and now Tom D'Agostino, on major policy and program decisions involving nuclear weapons and nuclear threat reduction. Among other things, I am responsible for analysis of program and policy options relating to NSC-directed policy reviews, the work of the Nuclear Weapons Council, external advisory boards, and interagency working groups. Of note, I have been "lead" for NNSA on the President's NSPD-4 Strategic Review, the Nuclear Posture Review and its implementation, the interagency working group that drafted a new Presidential Directive (NSPD-28) on the command and control of U.S. nuclear forces, and the analysis done to support the President's 2004 decision to reduce significantly the size of the U.S. nuclear weapons stockpile. In addition, I have led several "tiger team" efforts that cut across NNSA programmatic boundaries including Department of Energy-wide efforts to facilitate more productive engagement with the IAEA, to determine the disposition path for 200 metric tons of highly-enriched uranium made available from anticipated future warhead dismantlements and to address the problem of attributing nuclear terrorist threats.

*Deputy Assistant Secretary of Defense (Nuclear Forces and Missile Defense Policy) (1995-2001)*

I ran the Department of Defense organization that oversees all aspects of U.S. policies governing U.S. strategic and theater nuclear forces. This effort included development of U.S. nuclear weapons employment policy, oversight of the SIOP, interactions with allies on nuclear weapons matters including serving on the NATO High Level Group, and direct participation in the programming and budgeting process for U.S. nuclear forces and systems for their command and control. I also served as the Secretary of Defense's

principle advisor and point of contact with the Interagency and Congress on the Comprehensive Test Ban Treaty including the Senate ratification debate in October 1999. I developed and oversaw U.S. policies on national and theater missile defense, provided direction to system developers and users, and led U.S. efforts to provide shared early warning of ballistic missile attack to allies, friends and partners. Finally, I led the U.S. team negotiating with the Russian Federation to establish a jointly-manned ballistic missile early warning center; an agreement was reached in 2000 that was signed by both Presidents.

*Director, Science Program, Stanford University CISAC (1989-1995)*

As Director of the Science Program, I worked closely with CISAC Center Co-directors William Perry, Michael May and David Holloway in managing a broad technical research program involving both individual and collaborative work in national and international security studies. My research and writing focused on the following areas of U.S. security policy: the proliferation of weapons of mass destruction and advanced delivery systems to the developing world; safety and security of U.S. nuclear weapons systems; the potential for U.S.-Russian cooperation on missile launch detection, early warning and ballistic missile defense; advanced conventional weapons systems and their implications for regional security; the role in national security policy of export controls on weapons systems and dual-use, high-technology items; and U.S. defense restructuring. I lectured on these and related national security issues in the academic program at Stanford. In addition, I served on the NATO Science Committee's Advisory Panel on Disarmament Technologies which funds cooperative research in demilitarization and defense conversion between scientists and engineers in NATO countries and their colleagues in the states of the former Warsaw Pact.

*Deputy Program Leader for START and INF Verification, LLNL (1988-1989)*

My principle responsibility was to bring technical and policy analysis to bear in resolving key areas of contention in the START negotiations, both within the U.S. government and between the U.S. and the Soviet Union. My main focus was the problem of monitoring and verifying potential START limits on mobile systems, specifically sea-launched cruise missiles and mobile ICBMs. I worked closely with the research teams at Livermore developing new verification technologies (e.g. tags, seals, radiation detection and imaging devices) and assisted in providing guidance and direction to their efforts. In addition, I carried out research on survivable ICBM basing that included a technical assessment of the Carry Hard concept.

*Project Manager for Advanced Strategic Missile Systems, LLNL (1985-1988)*

I was principle LLNL point-of-contact for the military services, government agencies and contractors for all matters concerning nuclear weapons concepts for advanced ICBM and SLBM systems. I represented Livermore in the joint DoD/DOE weapons system concept and feasibility studies which determined requirements for nuclear warhead effectiveness, safety and security, compatibility with delivery systems, and use of special nuclear materials. Among other things, I:

- Led the LLNL project team that, in competition with Los Alamos, generated several nuclear warhead options for Small ICBM and assisted the Air Force in evaluating them. In November 1986, as a direct result of this effort, DOE assigned the Small ICBM warhead development program to Livermore.
- Coordinated Livermore's analytical efforts in two joint DoD/DOE nuclear weapons concept studies. One study addressed the potential utility of earth-penetrating warheads for targeting deep underground facilities. The other, in response to a directive from the President, examined two specific approaches for holding at risk Soviet strategic relocatable weapons systems.
- Served as project leader for studies addressing: the feasibility, cost effectiveness and military utility of MIRVing Small ICBM, and a safety issue associated with the Trident D-5 SLBM system.
- Assisted the panel commissioned by Larry Woodruff (DUSD(S&TNF)) and chaired by Gen. John Toomay, which examined the technical feasibility and maturity of survivable basing options for the Peacekeeper ICBM.

*Staff Assistant for Strategic Assessments, Office of the Secretary of Defense, Strategic Arms Control Policy (1982-1985)*

I was assigned, on loan from LLNL, to the Strategic Arms Control Policy Office in OSD where I examined technical and policy issues in support of START, both in the interagency deliberations in Washington and in the negotiations with the Soviets in Geneva. I drafted NSC decision papers on a number of issues including the potential utility of RV weight limits in START, telemetry encryption, ballistic missile "new types" limits, and the problem of mobile ICBM verification. In Summer 1983, I served with the U.S. START Delegation in Geneva as a technical advisor to the Secretary of Defense's Representative to the delegation. In addition, I developed options for raising U.S. concerns about Soviet treaty non-compliance in the U.S.-USSR Standing Consultative Commission (SCC). I helped develop the U.S. position and negotiating strategy on such issues as Soviet telemetry encryption, the SS-25 as a SALT II prohibited "new type" ICBM, the Krasnoyarsk radar and mobile ABM radars. Further, I was the OSD rep to the Fall 1984 and Spring 1985 sessions of the SCC in Geneva. There, I advised the U.S. Commissioner and assisted in developing negotiating tactics for raising compliance concerns with the Soviets, drafting statements for delivery at formal plenary sessions, engaging the Soviets in discussions about specific compliance concerns and mechanisms for their remedy, and preparing reporting cables to Washington summarizing the biweekly meetings. I led efforts to develop and organize the technical arguments responding to Soviet inquiries about specific U.S. treaty-related activities, including ABM systems testing, deployment of early warning radars, and ICBM dismantlement. Finally, I was a major contributor to the 1984 and 1985 Reports of the President to Congress on Soviet Noncompliance with Arms Control Agreements. In September 1985, at the conclusion of my tour in OSD, I was awarded the Secretary of Defense Medal for Outstanding Public Service.

*Staff Physicist, Z-Division, LLNL (1978-1982)*

I conducted intelligence assessments of the Soviet Union's nuclear weapons research, development, and production complex, and analyzed the nuclear weapon's radiation threat to U.S. military space systems. This work utilized all-source compartmented intelligence information. I published on several topics of interest to the intelligence and policy community including: (1) advanced Soviet nuclear weapons technologies such as capabilities for enhanced radiation warheads, (2) the nuclear ASAT threat, and (3) the Soviet nuclear weapons production complex.

*Ph.D. Thesis Research, (1972-1977)*

My Ph.D thesis research was in experimental elementary particle physics and was conducted as a member of the University of Rochester group working at the 10 GEV electron accelerator at Cornell University. Specifically, we made the first measurement of the radiative decay rates of certain neutral vector mesons. I participated in the design, construction, testing and calibration of a large experimental apparatus for measuring the energies and momenta of photons resulting from vector meson decays. In addition, I studied the efficiency and resolution of this apparatus using Monte Carlo computer simulation techniques and applied these results to the overall analysis of the experimental data.

**REFERENCES**

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# Robert Hastings

Vice President  
Corporate Communications

Robert Hastings is Vice President, Corporate Communications for BAE Systems, Inc.; responsible for directing the strategic communications activities for the company's U.S.-headquartered businesses which collectively employ 53,000 employees in the U.S., U.K., Sweden, Israel and South Africa and generate annual sales in excess of \$14 billion. Mr. Hastings brings more than 25 years of public affairs and defense industry experience to his responsibilities which include strategic planning, public affairs, media relations, marketing communications, employee communications, community affairs and the company's philanthropic activities.

Mr. Hastings was appointed to his current position in 2001. He previously served as Director, Corporate Communications for BAE Systems North America and Director, Communications for Marconi North America.

Prior to joining industry, he spent more than 20 years in the U.S. Army as an Army Aviator and Public Affairs Officer, working at senior levels within the Army and in assignments for the White House and the State Department. His assignments included aviation command positions in the United States, Europe, and Central America; and Public Affairs positions in Germany, Eastern Europe, Iraq, and Bosnia.

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Mr. Hastings earned a Bachelor's Degree in Political Science and History from the University of Maryland in Heidelberg, Germany. He is a distinguished graduate and former instructor for the Defense Information School Public Affairs Officer Course, a graduate of BAE Systems' Strategic Leaders Program, and serves on the company's Communications, Government Relations and Human Resources Councils.

Mr. Hastings is active in numerous community and professional associations, and serves on the board of directors for several Washington, DC and Maryland based organizations. He is a member of the International Association of Business Communicators, an accredited member (APR) of the Public Relations Society of America, and serves as a member of the Board of Advisors for the Fitzwater Center for Communications and as the professional advisor for the Public Relations Student Society at Hood College.

**ROBERT J. HENKE**

(b)(6)

**EXPERIENCE**

**Professional Staff Member, United States Senate** (b)(6) 1999-present

- Committee on Appropriations, Subcommittee on Defense* (b)(6)
- principal analyst for current military operations, military readiness, force structure
- exercise oversight of operation and maintenance accounts across all four military services, and over \$120 billion in annual appropriations
- lead analyst for two supplemental appropriation bills for Operation Iraqi Freedom and the Global War on Terrorism, and \$25 billion contingent emergency reserve fund

**Presidential Management Intern** G59 → G512 1997-1999

- Competitively selected for national public management program*
- Office of the Assistant Secretary of the Navy (Financial Management & Comptroller)
- analyzed research and development accounts, built and defended DoN budget with OSD, OMB
- performed long-range defense budget assessments while detailed to the General Accounting Office

**General Electric Company, Financial Management Program** 1993-1996

- Nationally recognized management and leadership development program, combining rotational assignments with graduate level finance education*
- Financial Analyst, GE Aircraft Engines
- developed innovative cash flow measurement and forecasting processes at a \$6.5 billion global business, achieved \$800M in funds flow, highest of any GE business
- designed and conducted proactive process improvement reviews and internal audit programs

**Commander, United States Naval Reserve** *annual:* (b)(6) 1992-present

- Selected early in career for leadership of several Naval Reserve units*
- Commanding Officer, Naval Reserve Special Boat Team TWENTY
- mobilized for Operation Enduring Freedom and deployed to Persian Gulf as Deputy Commander of a 140 person anti-terrorism & force protection Task Group

**Lieutenant, United States Navy, USS Philippine Sea** 01 → 03 1988-1992

- Served in combat as an officer aboard state-of-the-art guided missile cruiser*
- Operations and Engineering Division Officer
- planned and executed combat missions and operational strikes during Operation Desert Storm
- accountable for safety and operation of billion dollar vessel during high stress fleet operations with carrier battle group; earned full qualification as Surface Warfare Officer

**EDUCATION**

**Maxwell School of Citizenship and Public Affairs, Syracuse University**

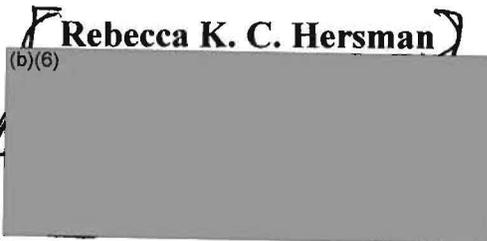
- Master of Public Administration, August 1997*
- concentration in public finance, budgeting, and Congressional budget process
- supported National Security Studies program as a Graduate Assistant; awarded scholarship

**University of Notre Dame**

- Bachelor of Arts with Honors, May 1988, Major in Government and International Relations*
- awarded full academic scholarship; Dean's List seven semesters

**RECOGNITION AND COMMUNITY INVOLVEMENT**

- Navy & Marine Corps Commendation Medal (five awards)
  - awarded for "distinctive accomplishments" and "unrelenting perseverance"
- Navy & Marine Corps Achievement Medal (three awards)
  - cited for "exceptional professionalism and initiative" and "unmatched management expertise"
- Director, General Electric Credit Union
  - youngest person ever elected to Board of Directors of Ohio's largest federal credit union
- Vice President, American Association for Budget & Program Analysis
  - organizes bi-annual professional symposia in the field of public budgeting and resource management



## Experience

**National Defense University, Center for the Study of Weapons of Mass Destruction** Washington, DC  
*Senior Research Fellow* November 1998 to Present  
Provides expert advice and leadership on a variety of WMD-related projects, workshops and research efforts, particularly with regard to strategy, policy, and institutional dynamics and interagency processes for combating WMD, as well as nuclear proliferation and WMD elimination. As a widely recognized expert on DoD efforts to combat weapons of mass destruction as well as WMD proliferation trends and issues more generally, frequently lectures to a wide variety of audiences on related topics and serves as an advisor to multiple government boards and commissions, including the Defense Science Board, STRATCOM Strategic Advisory Panel, and the Congressional Commission on the Strategic Posture of the United States.

**The Council on Foreign Relations/The Brookings Institution** Washington, DC  
*Council on Foreign Relations International Affairs Fellow* October 1997 - October 1998  
Served as a Guest Scholar in the Foreign Policy Studies Program of the Brookings Institution while writing a Council on Foreign Relations-sponsored book on executive-legislative relations and foreign policy.

**Department of Defense, Office of the Undersecretary of Defense for Policy** Washington, DC  
*Special Assistant to the Under Secretary of Defense for Policy* May 1993 - July 1997  
*(Programs and Legislation)*  
Served as confidential advisor to the Undersecretary and other senior officials on legislative issues. Managed a Policy task force, including two full-time staff members, on all of Policy's legislative issues and initiatives to ensure effective coordination and communications within DoD as well as with other U.S. Government departments and agencies and the Congress. Facilitated and oversaw legislative and interagency strategies for most major Policy issues, including: Cooperative Threat Reduction, U.S.-NATO Policy, and National Missile Defense.

**U. S. House of Representatives, Armed Services Committee** Washington, DC  
*Professional Staff Member* November 1991 - May 1993  
Served as part of the Chairman's policy staff, providing analysis and research on a number of national security policy issues, including defense policy and the Middle East, nonproliferation and arms control, and peacekeeping. Prepared a variety of publishable products for use by the Chairman, including a series of speeches and statements on U.S. policy toward Iraq. Managed proliferation issues for the defense authorization process and negotiated amendments and initiatives on behalf of the committee. Drafted and negotiated the Aspin-Fascell nonproliferation initiative which became Title XV of the 1993 Defense Authorization bill.

**United States Information Agency, Office of International Visitors** Washington, DC  
*Program Officer* July 1991 - November 1991  
Developed 30 day professional programs and managed grants for more than 170 International Visitors from Norway, Sweden, Denmark, Finland, Iceland, Ireland, Canada, Bulgaria, Romania, and Albania. Responsibilities included supervising contractors in program development and implementation as well as training and supervising escort officers and interpreters.

**United States Information Agency** Washington, DC  
*Presidential Management Intern* August 1989 - July 1991  
One of approximately 200 finalists selected in a nation-wide competition for a two-year program in the federal government. The program included the following assignments:

- **U. S. House of Representatives**, House Armed Services Committee. Prepared reports and analysis as part of the Committee's "Iraq Task Force" during Desert Shield/Desert Storm.
- **United States Information Service**, (USIS), Cairo, Egypt. Monitored local and international media coverage and assisted visiting American press during the Iraqi invasion and occupation of Kuwait.

- **United States Information Agency**, Office of Near Eastern, South Asian and North African Affairs. Acted as temporary Country Affairs Officer for Morocco, Syria, Lebanon, Jordan, and Israel.

## **Publications**

“Nuclear U-Turns: Learning from South Korean and Taiwanese Rollback,” *Nonproliferation Review*, (Vol. 13, No 3, November 2006).

“Eliminating Adversary Weapons of Mass Destruction: Lessons for Future Conflicts,” *Strategic Forum*, (Institute for International Strategic Studies, National Defense University, October 2004).

“Eliminating Adversary Weapons of Mass Destruction: What’s At Stake?” *Occasional Paper*, (Center for the Study of Weapons of Mass Destruction, National Defense University, December 2004).

Friends and Foes: How Congress and the President Really Make Foreign Policy (Brookings, 2000).

“DOD and Consequence Management: Mitigating the Effects of Chemical and Biological Attack,” *Strategic Forum*, (Institute for International Strategic Studies, National Defense University, December 1999, Number 169).

## **Honors and Awards**

CJCS Joint Civilian Distinguished Service Award, 2006  
Outstanding Achievement Award, U.S. Department of Defense 1997  
Special Service Award, U.S. Department of Defense 1994  
Member, Council on Foreign Relations

## **Education**

### **Georgetown University**

*Master of Arts in Arab Studies, M.A.A.S.*

Concentration: International Business. Merit Scholarship, Center for Contemporary Arab Studies 1987 - 1989.

Washington, DC

September 1987 - August 1989

### **Duke University**

*Bachelor of Arts, B.A., Cum Laude with Distinction*

Concentration: Comparative Area Studies, Middle East

Durham, NC

September 1983 - May 1987

### **Middlebury College**

*School of Arabic, Intensive Arabic Language Program*

Middlebury, VT

June 1988 - August 1988

### **University of London**

*School of Oriental and African Studies, Study Abroad*

London, England

January 1986 - March 1986

**KATHLEEN H. HICKS**

(b)(6)

**PROFESSIONAL BACKGROUND**

**Senior Fellow, Center for Strategic and International Studies, August 2006-Present**

- Directs and publishes analysis in the fields of defense policy and national security strategy. Recent projects include the following: Invigorating Defense Governance; the Future of US Civil Affairs Forces; Global Health and National Security; the CSIS Task Force on Non-Traditional Security Assistance; and the Project on National Security Reform.
- Lectures and participates in national security classes, workshops, seminars, and task forces at the request of the US Government, think tanks, and universities
- Provides timely, non-partisan analysis to print, radio, and television media outlets on national security issues, particularly with respect to the use of military forces, interagency reform, and Department of Defense management

**Director for Strategy, Office of the Under Secretary of Defense for Policy, May 2005-Aug 2006; Career SES**

- Developed, planned, and oversaw a broad range of long-term defense policy planning efforts, including those related to security cooperation, global defense posture, and national and defense strategy development
- Directly advised the Principal Deputy Under Secretary of Defense and Under Secretary of Defense for Policy on strategy and policy planning issues
- Briefed senior US government officials, foreign counterparts, and congressional staff on Strategy/Policy Planning Office products and Department of Defense policy and strategy directions
- Managed day-to-day operations and performance assessment of 16-member office, including military, civilian, and contract personnel

**Chief of Staff, QDR Roles, Missions and Organizations Integrated Process Team, June 2005-February 2006; Career SES**

- Directed all QDR efforts relating to roles and missions issues, including oversight and integration of senior working groups relating to homeland defense, execution of the Global War on Terrorism, combating weapons of mass destruction, strategic communication, DoD headquarters reforms, and building partnership capacity
- Advised the Deputy Secretary of Defense, through regularized briefings, on recommended innovations to improve DoD headquarters and enterprise structures and processes
- Participated in senior leadership decision fora on QDR issues, authored and edited major sections of the 2005 QDR Report, and developed the QDR Roadmap for Building Partnership Capacity
- Managed day-to-day operations of 4-member office, including military and civilian personnel

**Director, Strategic Planning and Program Integration, Office of the Assistant Secretary of Defense for Homeland Defense, February 2004-April 2005; GS-15**

- Oversaw development of all strategy, planning guidance, and policy directives relating to the Department of Defense's (DoD) full range of homeland defense and civil support activities
- Principal architect and author of DoD's first Homeland Defense and Civil Support Strategy
- Coordinated DoD plans with national-level homeland security guidance and responsible for influencing national strategy in accordance with the Secretary of Defense's priorities
- Developed initiatives with international and interagency partners to share expertise on homeland defense and civil support issues, improving national and coalition capabilities for these missions
- Managed day-to-day operations and performance assessments of 10-member office including military, civilian, and contract personnel

**Deputy Director, Resources, Office of the Principal Deputy Under Secretary of Defense for Policy**

September 2001- February 2004; Salary: GS-15

- Directed legislative affairs for the Office of the Under Secretary of Defense for Policy, including oversight of the Under Secretariat's reports to Congress, questions for the record, and expert briefings to members and staff
- Oversaw the drafting, coordination, and overall management of the Secretary of Defense's Defense Planning Guidance
- Conceived and authored planning direction for DoD on a wide range of defense issues, including homeland defense, active and passive defense against weapons of mass destruction, and priorities for defense capabilities analysis
- Directly advised the Principal Deputy Under Secretary of Defense for Policy on all matters relating to capabilities-based planning and joint military requirements processes

**Office of the Secretary of Defense, Graduate Fellowship, September 1999- August 2001, GS-14**

- Completed all pre-dissertation work toward doctorate in Political Science at the Massachusetts Institute of Technology. Awarded level of distinction in doctoral qualification examinations.
- Thesis research focuses on the causes of civilian leaders' preference for military solutions to emerging national security issues.

**Assistant for Strategy Development, Office of the Assistant Secretary of Defense for Strategy and Threat Reduction, January 1995 – August 1999; GS-12-GS-14**

- Conducted DoD-wide examination of US force posture in Europe, including analysis of the security environment, regional defense strategy, and alternative US force postures
- Developed strategy and follow-on guidance for the 1997 Quadrennial Defense Review as well as for numerous Annual Defense Reports to the President and Congress, National Security Strategies, and internal DoD planning guidance documents
- Initiated the Office of the Secretary of Defense's first assessment of homeland defense roles and requirements

- Primary advisor to the Deputy Assistant Secretary of Defense for Strategy on issues relating to weapons of mass destruction and other asymmetric challenges
- Served as OSD staff liaison to the Hart-Rudman Commission on 21<sup>st</sup> Century Threats

**Presidential Management Intern, Office of the Secretary of Defense, December 1993 – December 1995; GS-9-GS-11**

- Undertook a series of six rotational assignments in the Office of the Secretary of Defense, Joint Staff, and Congressional Research Service to enhance understanding of DoD operations and related legislative issues.
- Assignments included development and ongoing analysis of US nuclear policy, oversight of defense relations with the nations of West Africa, development of a cross-Service approach to military strike missions, and management of DoD input to the President's National Security Strategy.

### **EDUCATION**

Massachusetts Institute of Technology, PhD, Political Science, expected December 2009  
University of Maryland, Masters in Public Management, National Security Studies, May 1993  
Mount Holyoke College, A.B. *magna cum laude*, with Honors in History, May 1991

### **HONORS AND AWARDS**

Member, Council on Foreign Relations  
Former Career Member, Senior Executive Service  
Secretary of Defense Meritorious Civilian Service Medal, 2006  
Secretary of Defense Exceptional Civilian Service Medal, 1999 and 2004  
Massachusetts Institute of Technology, Department of Political Science Fellowship, 1999-2001  
University of Maryland, University Graduate Fellowship, 1991-1993  
Evelyn Church Wilber Prize, Excellence in US History, Mount Holyoke College, 1991  
Member, Phi Beta Kappa, inducted May 1991  
Member, Phi Alpha Theta (History), inducted May 1991

(b)(6)



**Confidential Resume**

(b)(6)

**Country of citizenship:** United States of America  
**Veterans' Preference:** 5-point preference based on active duty in the U.S. Armed Forces  
**Highest Grade:** GS-0130-14, 03/05-Present  
**Contact Current Employer:** Yes

**AVAILABILITY**  
**Job Type:** Permanent  
**Work Schedule:** Full Time

**Desired Work Environment**  
 Experienced Professionals

**WORK EXPERIENCE** **CONFIDENTIAL**  
 Washington, District of Columbia US

7/2007 - Present

**Grade Level:** 00

(b)(6)

**Hours per week:** 50-60

**Deputy Assistant Secretary of Defense (Detainee Affairs) , ES**

Sandra Hodgkinson has served as the Deputy Assistant Secretary of Defense (DASD) for Detainee Affairs since July 2007, as a Detallee from the Department of State with a (b)(6) (She has been promoted into a temporary State Department SES billet). This position is within the Office of Global Security Affairs, and acts as the DOD focal point in the formulation of Defense policies, programs, positions, plans, procedures and management concerning all detainee matters. Specific duties include: (a) Coordinating all matters related to non-coalition personnel held in detention by DOD; (b) Chairing a DOD committee to coordinate all detainee matters within the Department and elevate issues for Secretary of Defense (SECDEF) for resolution; (c) Advising the Under Secretary of Defense for Policy (USDP), the Deputy Secretary of Defense (DSD) and the SECDEF on the significance of International Committee for the Red Cross (ICRC) reports and advising and coordinating courses of action; (d) Developing strategy and policy recommendations for the USDP, DSD and the SECDEF, propose changes to DOD and USG policy and documents as need to frame issues for decision by the SECDEF; (e) Supporting the SECDEF and Department leadership in discussions with the interagency, foreign governments, international organizations, and NGOs; and (f) Integrate information and activities on detainees, including acting as the SECDEF's agent for communication and coordination with NGOs, interagency, and DOD components. In the performance of these duties, Ms. Hodgkinson personally briefs the DSD weekly, and attends the Interagency PCC as the senior DOD representative. She also routinely supports USDP, the DSD, and SECDEF as the "plus 1" attendee to interagency Principals Committee and Deputies Committee Meetings on detainee issues. She has also been involved in significant operational planning in this position. More broadly, this position requires interagency personal contact within the USG to include, Assistant Secretaries of Defense, Assistant Secretaries at State, JCS principals, Ambassadors, and Members of Congress and their principal staff. In this assignment, Ms. Hodgkinson has briefed the SECDEF, DSD and USDP on numerous occasions personally on sensitive detainee related matters. She has testified before Congress two times, routinely briefs members of Congress and their staffs on detainee related issues involving Guantanamo Bay, Iraq and Afghanistan, and briefs all ICRC reports to members of the House and Senate Armed Services Committees quarterly. Ms.

Hodgkinson has also provided information on the record, and on background for various media, NGOs, and U.N. treaty-implementing bodies related to detainee issues. She travels frequently to Iraq, Afghanistan, Guantanamo Bay and other countries as required for these duties. She supervises 117 people in DASD-Detainee Affairs and the Office for the Administrative Review of Detained Enemy Combatants (OARDEC). (Contact Supervisor: Yes, Supervisor's Name: Joseph Benkert, Supervisor's Phone: 703-697-7728)

**CONFIDENTIAL**  
**Washington, District of Columbia US**

**6/2002 - Present**

(b)(6)  
**Hours per week: 8**

**Commander in the Navy Judge Advocate General's Corps**

Commander Sandra Hodgkinson, JAGC, U.S. Navy, had served as a reserve officer for the Navy's Judge Advocate General's Corps since June 2002. She has consistently served as an International Law Attorney in the International Operational Law Unit for the Navy (Code 10). As a reserve officer, she has performed military Annual Training at: Command Naval Forces Europe, Naples, Italy; CJTF-7, in Baghdad Iraq; and for the Chief of Naval Operations, Legal Department (N3/N5) where she provided operational and international law advice for the respective military commanders ranging from Status of Forces Agreements (SOFA), bilateral maritime agreements, Maritime Interception Operations, Environmental Law and Sonar Litigation, human rights, and detention operations. She has also provided military legal training for senior civilian and military officials in Mexico City, Mexico, on Legal Aspects of Counter-Terrorism Issues, in Bogota, Colombia, on Military Justice; and at the Defense Institute for International Legal Studies (DIILS) and National Defense University (NDU) for senior military and civilian officials from 20 additional countries. She has regularly instructed for the Navy War College's Joint Professional Military Education (JPME) course on International Law and Law of the Sea, and she is a regular speaker at the Annual Yankee Operational and International Law Conference for Joint Reserve Forces in Newport, Rhode Island. As a reserve officer, she has earned the Navy Commendation Medal. (Contact Supervisor: Yes, Supervisor's Name: CAPT Timothy Flynn, Supervisor's Phone: 209-986-6060)

**Catholic University School of Law**  
**Washington, District of Columbia US**

**1/2008 - 5/2008**

(b)(6)  
**Hours per week: 4**

**Adjunct Professor of Law, National Security Law**

Co-taught the National Security Law Class for second and third year law students. (Contact Supervisor: Yes, Supervisor's Name: Doris Malig, Supervisor's Phone: 202-319-5436)

**U.S. Department of State**  
**Washington, District of Columbia US**

**12/2005 - 7/2007**

**Grade Level: 0130-15**  
 (b)(6)  
**Hours per week: 50-60**

**Deputy to the Ambassador-at-Large for War Crimes, GS**

Sandra Hodgkinson served as the Deputy to the Ambassador-at-Large for War Crimes Issues (S/WCI) within the office of the Secretary of State from December 2005 - July 2007. (In this position, she was promoted to a temporary GS-15 and served more than a year.) In this capacity, Ms. Hodgkinson served as the Acting Ambassador-at-Large for War Crimes during his absence, and represented the Ambassador at the Department's Senior Staff meeting with the Secretary of State. The Office of the Ambassador-at-Large for War Crimes Issues is responsible for developing USG policy on all international tribunals and transitional justice mechanisms, including the International Criminal Tribunals for Former Yugoslavia, and Rwanda, the Special Court for Sierra Leone, the Iraq High Tribunal, and the Special Chambers in Cambodia. Her specific accomplishments on war-crimes related issues included serving as a USG focal point on the war crimes trials of Saddam Hussein and Chemical Ali, among others. She also led the process for "phasing out" USG support to the Iraq High Tribunal through accelerated

training programs for Iraqi judges, ensuring the transition of critical USG infrastructure to Iraqi control, and leaving behind carefully prepared prosecutorial evidence and information to be used, as relevant, by Iraqi officials in the future. Ms. Hodgkinson also dedicated significant effort to ensuring an adequate funding and trial strategy for the Special Court for Sierra Leone given the USG's role as the largest financial contributor, and to developing support for prosecutions of high-level Khmer Rouge officials. This Office is also responsible for the repatriation of detainees from Guantanamo Bay. During Ms. Hodgkinson's tenure in 2006-2007, nearly 200 detainees were repatriated through diplomatic negotiations that included security and humane treatment assurances. As a supervisor and senior career official in the office, Ms. Hodgkinson was responsible for all evaluations and counseling for all personnel in the office. During her time at S/WCI, she doubled the size of the office and its office space on the Seventh Floor within the Department of State, as well as vastly increasing its budget, to ensure that the Department was adequately manned to take on the new detainee-related mission. In support of these activities, she traveled globally to Iraq, Cambodia, Sierra Leone, the Hague, Geneva and elsewhere in performance of her duties. She routinely briefed Congressional staff on funding and support strategies for the war crimes tribunals. She also provided regular media briefings, and NGO briefings on war crimes and detainee related issues, and co-chaired the Interagency Public Diplomacy group on detainee affairs. Ms. Hodgkinson also served as the senior Department of State representative to the Interagency Policy Coordinating Committee (PCC) on Detainees. She earned two Superior Honor Awards, and reached her 10-year tenure as a government employee. (Contact Supervisor: Yes, Supervisor's Name: Amb. Clint Williamson, Supervisor's Phone: 202-647-6051)

**U.S. Department of State**  
**Washington, District of Columbia US**

**5/2004 - 12/2005**

**Grade Level: 0130-14**

**Salary: (b)(6)**

**Hours per week: 60-70**

**Director for International Justice, National Security Council , GS**

Sandra Hodgkinson served as the Director for International Justice at the National Security, White House, as a detailee from the U.S. Department of State. This position sits in the office of the Deputy National Security Advisor for Global Democracy. In this capacity, Ms. Hodgkinson was responsible for providing policy guidance, papers and coordinating Interagency efforts on international justice mechanisms (war crimes tribunals and transitional justice efforts), international human rights treaty reports, detention, Iraq human rights issues, migration and immigration. She acquired significant knowledge regarding national security, U.S. defense policy, and political-military structures in this position. She routinely briefed the Deputy National Security Advisor and the National Security Advisor, and members of various Deputies Committee meetings related to Iraq, detention and homeland security initiatives. In furtherance of these duties, she also chaired regular interagency meetings on all related issues, including serving as the interagency-lead for the Iraqi-led Iraq High Tribunal established to try Saddam Hussein and other senior officials, coordinating the annual USG position on sanctions and waivers for the Trafficking in Persons reports, furthering USG mass-migration planning efforts, and chairing the Interagency Policy Coordinating Committee (PCC) on Detainee Issues after the previous chair departed to serve as Legal Advisor to the U.S. Department of State. Ms. Hodgkinson also spear-headed the USG effort to ensure compliance with multiple-years' overdue human rights treaty reports to the committees overseeing these reports. As a result of this effort, the government has filed and presented orally its reports on the Convention Against Torture (CAT), International Covenant on Civil and Political Rights (ICCPR), Committee on the Elimination of Racial Discrimination (CERD) and the Optional Protocols on the Rights of the Child. Ms. Hodgkinson also met routinely with leading non-governmental organizations, foreign governments, and concerned or interested citizens at the White House as part of outreach efforts or to discuss appropriate national security or foreign policy issues. (Contact Supervisor: Yes, Supervisor's Name: Elliott Abrams, Supervisor's Phone: 202-456-9141)

**U.S. Department of State**  
**Washington, District of Columbia US**

**9/2002 - 5/2004**

**(b)(6)**

Hours per week: 50

**Foreign Affairs Officer**

Sandra Hodgkinson served as a Foreign Affairs Officer responsible for Democracy and Human Rights Promotion in the Middle East and North Africa at the U.S. Department of State from September 2002 - February 2003 (when she departed for Iraq) and from February 2004 - May 2004 (upon her return). In this position, she was responsible for development of human rights and democracy promotion strategies for more than 15 countries. These promotion strategies included: assessment of democracy and human rights promotion initiatives; human rights assessments and input into the annual Department of State human rights reports; managing implementation of grants for non-governmental and contract entities such as National Democratic Institute, National Endowment for Democracy, International Republican Institute, U.S. Institute of Peace, and regional non-governmental organizations; and recommending and seeking approval for new grants for such organizations. Ms. Hodgkinson traveled to Egypt in support of a senior USG initiative to promote moderate Islam, and prepared the keynote democracy speech for a Deputy Assistant Secretary. She also participated in the "Future of Iraq" project at the State Department, principally in the transitional justice and governance working groups, which was designed to support Iraqi expatriate officials should there be a future opportunity for their return to Iraq. (Contact Supervisor: Yes, Supervisor's Name: Scott Carpenter, Supervisor's Phone: 202-550-2783)

**U.S. Department of State**  
**Washington, District of Columbia US**

2/2003 - 2/2004

Grade Level: 0130-13

(b)(6)

Hours per week: 80

**Senior Advisor on Human Rights for the Coalition Provisional Authority, GS**

Sandra Hodgkinson served as the Senior Advisor on Human Rights for the Coalition Provisional Authority (CPA), as a detailee from the U.S. Department of State. Initially, she was detailed to the Office for Reconstruction and Humanitarian Assistance (ORHA) and worked within the Pentagon until ORHA relocated to Kuwait March 16, 2003. In May 2003, Ms. Hodgkinson moved to Baghdad as ORHA became the CPA, and she was dual-hatted as Senior Advisor on Human Rights as well as co-Director of the Office of Human Rights and Transitional Justice. In her capacity as the Senior Advisor to the Ministry of Human Rights, she was responsible for ensuring development of, and advising, the new Iraqi Minister of Human Rights, to include securing office space for the Ministry, funding, personnel, and developing a mission and work plan. She also served as the Head of the Iraqi delegation to the Tri-partite Commission responsible for the repatriation of mortal remains between all parties to the Gulf War of 1990-91, until this position was transitioned to the Iraqi Minister of Human Rights and appropriate Foreign Ministry Officials. Her efforts led to the recovery of more than 200 Kuwaiti remains to the Government of Kuwait for proper burial following mass grave excavations and exchanges of information. As the co-Director of the Office of Human Rights and Transitional Justice, she supervised a diverse team of approximately 40 international experts on war crimes, forensic exhumations, investigations and rebuilding of civil society through transitional justice from the U.S., U.K., Czech Republic, Spain, Ireland, Iraq and Australia. The mission of this office was to address past atrocities of the Iraqi regime through support for development of a war crimes tribunal (the Iraq High Tribunal), address mass grave sites for use in identification and burial of remains and criminal accountability, establish memorials and a historic record of the atrocities, and to develop stable institutions to prevent future human rights abuses. Ms. Hodgkinson and her staff drafted the \$75 million budget for support to the Iraq High Tribunal, and the \$25 million budget for support to human rights initiatives that were funded through the Iraq Supplemental. She personally traveled throughout Iraq meeting with human rights officials, to support newly established non-governmental human rights organizations, and to assess progress at various mass grave excavation or preservation sites. During her tenure in Iraq, she was selected to, and personally briefed, Secretary of State Colin Powell at Halabjah, and Secretary of Defense Donald Rumsfeld at the Mahawil mass grave site. She routinely briefed Deputy Secretary of Defense Paul Wolfowitz at his request regarding USG efforts to support transitional justice. In Iraq and Washington, she also briefed numerous CODELs and staff members on human rights issues in Iraq. She earned two State Department Superior Honor Awards in this

job. (Contact Supervisor: Yes, Supervisor's Name: Amb. Pat Kennedy, Supervisor's Phone: 202-647-1500)

**U.S. Department of Defense  
Newport, Rhode Island US**

**8/1999 - 5/2002**

(b)(6)

**Hours per week: 70**

**Country Program Manager, DIILS**

LT Sandra Hodgkinson, Judge Advocate General's Corp, USN, served as a Country Program Manager for the Defense Institute of International Legal Studies (DIILS) in Newport, Rhode Island from August 1999- May 2002, within Defense Security Cooperation Agency (DSCA). Working with the Security Assistance Offices (SAO) in respective Embassies worldwide, she coordinated, led and executed training teams to more than 25 countries under the Congressionally-mandated Extended International Military Education and Training (EIMET) program. These training programs addressed Rule of Law, Human Rights, Military Justice, Law of War, and Civilian Control of the Military.. As a country program manager, LT Hodgkinson was responsible for every aspect of the training, which included: initial contact with the host nation's SAO and other USG officials in the U.S. Embassy; securing funding through the countries' IMET budget consistent with appropriate legislation; preparing a schedule, course materials and discussion problems suitable for the countries' experience and interests, supporting defense policy goals; selected senior military officials with expert backgrounds to provide training; coordinating travel and in-country arrival for the US team; and teaching the courses. Ms. Hodgkinson personally prepared specialized courses for many critical countries, including a joint conference on Combined and Joint Military Operations for Macedonia following internal ethnic clashes; a program on Environmental Protection for the Military for Argentina; and a program on Legal Aspects of Military-Media Relations that was presented in Latvia and elsewhere. LT Hodgkinson developed an expertise and taught a number of substantive classes focused primarily on human rights and law of war. In June of 2000, at the request of DSCA and pursuant to the Iraq Liberation Act, LT Hodgkinson met with Ahmed Chalabi, head of the Iraqi National Congress, and was asked to assemble a program to address war crimes issues for expatriate Iraqis. LT Hodgkinson developed a course and materials for a seminar in November of 2000 when 43 members of the Iraqi National Congress travelled to Newport for training on War Crimes Investigations and Prosecutions. LT Hodgkinson was among the instructors for this course, and participants included the future Iraqi Ambassador to the U.S., the son of President Talabani who is a Kurdish senior official, and several other senior officials dealing with accountability in Iraq today. LT Hodgkinson also escorted several senior military and civilian officials to Washington, DC, and other cities as part of the IMET program. She acquired intricate knowledge of FMF and FMS programs, defense policy, resourcing and decision-making processes. She earned a Defense Meritorious Service Medal and a Joint Service Achievement Medal in this job.

(Contact Supervisor: Yes, Supervisor's Name: Buzz Waltman, Supervisor's Phone: 843-367-4450)

**U.S. Department of Defense  
Naples, Naples Italy**

**9/1997 - 8/1999**

(b)(6)

**Hours per week: 50**

**Prosecutor and Foreign Criminal Jurisdiction Specialist**

LT Sandra Hodgkinson served as a Prosecutor and a Foreign Criminal Jurisdiction Officer in Europe and Southwest Asia, stationed in Naples, Italy. As a JAG officer assigned to this office, LT Hodgkinson prosecuted more than 15 General or Special Courts-Martial in Italy, Greece, Spain and on board aircraft carriers for crimes including child sexual abuse, theft, and homicide. LT Hodgkinson's homicide case involved the accidental killing of two off-duty Italian police officers by a U.S. servicemember who made an illegal turn on the highway. During this case, LT Hodgkinson worked closely with Italian officials and the victim's families in the Italian language and was able to interpret for other USG officials. She also handled more than 100 Foreign Criminal Jurisdiction Matters during her time period, ranging from international law questions by the Italian

government to more serious incidents involving Italian prosecution of U.S. servicemembers or individuals accompanying the force. During her tenure, four U.S. Marines were involved in an incident where their aircraft clipped a gondola in the Northern town of Cavalese, Italy, resulting in the death of nearly German and Italian citizens. LT Hodgkinson, as the foreign criminal jurisdiction officer for all Navy and Marine personnel in Italy, was responsible for working with the U.S. Embassy to ensure that the U.S. assertion of primary right of jurisdiction was adhered to. Further, when the local Italian judicial officials continued to hold criminal hearings despite the U.S. assertion of jurisdiction, LT Hodgkinson was responsible for working with officials in Northern Italy to ensure that our servicemembers had translators and Italian lawyers with them in court. Ultimately, the Italian government agreed to send the servicemembers back to the U.S. for prosecution. LT Hodgkinson earned two Navy Achievement Medals during this tour. She also used her fluent French and advanced Spanish and Italian skills for courts-martial in Europe and foreign criminal jurisdiction cases. (Contact Supervisor: Yes, Supervisor's Name: CAPT Ken Bryant, Supervisor's Phone: 202-433-2272 (last known))

**U.S. Department of Defense**  
Washington, District of Columbia US

8/1996 - 8/1997

(b)(6)

Hours per week: 50

**Court Commissioner for NMCCA**

LT Sandra Jamison (now Hodgkinson) served as the Court Commissioner ("Appellate Clerk") for the Navy Marine Corps Court of Criminal Appeals (NMCCA). In this capacity, she served as a legal clerk for two panels of judges in the Navy and Marine Corps' only appellate court for cases worldwide. As the Court Commissioner, LT Hodgkinson performed legal research, prepared briefs, ensured an orderly court docket, and managed the process for ensuring that select judicial opinions would be available for automated on-line research services. LT Hodgkinson earned a Navy Achievement Medal for this tour. (Contact Supervisor: Yes, Supervisor's Name: RADM John Dombroski, Supervisor's Phone: 202-433-2272 (last known))

**Beem and Mann**  
Denver, Colorado US

9/1993 - 5/1995

(b)(6)

Hours per week: 30

**Law Clerk**

Sandra Jamison Hodgkinson served as law clerk for the litigation firm of Beem and Mann, PC, while she was in law school at the University of Denver. Her duties included legal research and writing, drafting settlement letters, meeting with clients, and preparing for trial and arbitration at this litigation firm. (Contact Supervisor: Yes, Supervisor's Name: Clifford Beem, Supervisor's Phone: 303-894-8100)

**EDUCATION**

University of Denver College of Law  
Denver, Colorado US  
Doctorate - 12/2005  
Major: International Law  
GPA: 3.182 out of 4.0

**Relevant Coursework, Licensures and Certifications:**

Sandra Jamison Hodgkinson specialized in international law as a law student at University of Denver College of Law. She served as Vice President of the International Law Society. She was editor of the International Law Journal, and the Preventive Law Report. She was selected for three named scholarships, as well as the Leonard v.b. Sutton Award which sent her to the Hague Academy of International law for a summer to study. In 1994, she also studied law and Spanish language in Cuernava, Mexico through Loyola University School of Law.

University of Denver Graduate School of International Studies  
Denver, Colorado US  
Master's Degree - 11/1995  
Major: International Studies

Minor: Spanish  
 GPA: 3.865 out of 4.0  
 Honors: cum laude  
 Relevant Coursework, Licensures and Certifications:  
 Sandra Jamison Hodgkinson was selected as for the federal Foreign Language and Area Studies (FLAS) fellowship which covered full tuition for her Master's degree.

Tulane University  
 New Orleans, Louisiana US  
 Bachelor's Degree - 5/1992  
 134 Semester Hours  
 Major: International Relations  
 Minor: French  
 GPA: 3.64 out of 4.0  
 Honors: cum laude  
 Relevant Coursework, Licensures and Certifications:  
 Sandra Jamison Hodgkinson was awarded several financial and named scholarships while at Tulane University. She served as Vice-President of Amnesty International, and in various positions within her sorority Sigma Delta Tau. She spent her junior year in Paris at l'Institut d'Etudes Politiques ("Sciences Po") which required French fluency and immersed in an entirely French political science school.

Kents Hill School  
 Kents Hill, Maine US  
 High School or equivalent - 5/1988  
 Relevant Coursework, Licensures and Certifications:  
 High School Valedictorian; Maine delegate to the National Youth Leadership Conference in Washington, D.C.; Recipient of the Bausch and Lomb Science Medal, the Rensselaer Math and Science Award, the Yale Book Award, and the Girls Athletic Association. MVP and Team Captain for lacrosse, varsity skiing, and field hockey.

**JOB RELATED TRAINING**

DISAM - Training at Defense Institute for Security Assistance Management (DISAM), June 2000.  
 EUCOM and SOUTHCOM Training Programs and Management Reviews, Spring 2000 and Spring 2001.  
 Middle East Political Officers course, Foreign Service Institute (FSI), October 2002.  
 Participation in DOD SES On-Site and Off-Site series 2007-2008.

**LANGUAGES**

**French**  
 Spoken: Advanced  
 Written: Advanced  
 Read: Advanced

**Italian**  
 Spoken: Novice  
 Written: Novice  
 Read: Intermediate

**Spanish**  
 Spoken: Intermediate  
 Written: Intermediate  
 Read: Intermediate

**AFFILIATIONS**

International Law Students Association Board of Directors  
 District of Columbia Bar Association Member  
 Colorado Bar Association Member  
 U.S. Institute of Peace, Peacebuilding Operations Advisory Panel  
 Fairmont State University Advisory Council, National Security and Intelligen

**PROFESSIONAL PUBLICATIONS**

1. "Iraq: Impact on International Law," ASIL Proceedings (April 2008, forthcoming).
2. "Challenges to Maritime Interception Operations in the War on Terror: Bridging the

**DR. THOMAS C. HONE**

(b)(6)

**POSITION:** Principal Deputy Director, Program Analysis & Evaluation

**EDUCATION:** Ph.D. (1973) in Political Science, University of Wisconsin, Madison  
Graduate, Program Managers Course, Defense Systems Management College, Ft. Belvoir, VA (1988)

**EXPERIENCE:**

*Professor of Defense Acquisition, Industrial College of the Armed Forces, 1999-present*

**Industry Specialty:** Munitions, especially Precision Guided Munitions

*Project Director and Senior Analyst, Center for Naval Analyses, Alexandria, VA, 1997-99*

Conducted studies for the the Navy and the Marine Corps.

*Deputy Chairman, Dept. of Security Studies, and Professor, Dept. of Defense Management, College of Security Studies and Defense Economics, George C. Marshall Center, Garmisch, Germany, July 1994-June 1997*

Designed and conducted seminars on national security policy, democracy, and civil-military relations for East European military officers under the Partnership for Peace Program. Temporarily supervised Security Studies curriculum and electives program.

*Special Assistant to the Commander, Naval Air Systems Command, U.S. Navy, September 1992-July 1994*

Headed organization that conducted analyses of aviation issues. Awarded Navy **Meritorious Civilian Service Medal**.

*Task Force Leader (Command, Control & Organization), SAFIOSG, October 1991-January 1993*

Selected to participate in the Secretary of the Air Force's Gulf War Air Power Survey. Directed the Command, Control, and Organization Task Force. Awarded USAF **Exceptional Civilian Service Award**.

*Professor of Acquisition Management, Policy and Organization Management Department, Defense Systems Management College, December 1987-September 1992*

Designed and conducted courses and seminars on defense acquisition policy and program planning, consulted to the Naval Air Systems Command and Naval Sea Systems Command, and participated in a Defense Science Board study of acquisition streamlining.

*Consultant, Booz, Allen & Hamilton, Inc., August 1986-December 1987*

Analyzed war games and developed techniques to apply military planning processes to civilian businesses. Also taught the defense policy-making and management off-campus Naval War College seminar at Naval Weapons Support Center, Dahlgren, Virginia.

*Professor of Defense Economics, Naval War College, March 1985-June 1986*

Conducted seminars, wrote one case study that was later published, and revised other case studies.

*Consultant, Delex Systems, Inc. (Arlington, VA), January 1981-March 1985*

Designed and conducted analyses of air superiority campaigns in Korea and Vietnam, the Harpoon weapon system, strategic surprise, military aviation, net assessment of U.S. and Soviet navies, exploratory development programs, and the Naval War College.

*Visiting Professor or Instructor (1969-1980) at six universities, including Indiana University (Bloomington), Southern Illinois University (Carbondale); University of Wisconsin (Madison) and Iowa State University (Ames).*

**PUBLICATIONS-BOOKS**

*American & British Aircraft Carrier Development, 1919-1941, co-author (Annapolis, MD: Naval Institute Press, 1999).*

*Managing Command and Control in the Persian Gulf Conflict, co-author (Westport, CT: Praeger, 1996).*

*Gulf War Air Power Survey, Volume 1, Part 2, Command and Control, (Washington, D.C.: Department of the Air Force, 1993), co-author. [Unclassified version published (Washington, D.C.: U.S. GPO, 1993)].*

*Power and Change: The Administrative History of the Office of the Chief of Naval Operations, 1946-1986*, author (Washington, D.C.: U.S. GPO, 1989).

*Anglo-American Liberalism: Readings in Normative Political Economy* (Chicago: Nelson-Hall, 1981), co-editor.

### PUBLICATIONS-ARTICLES

"The Navy's Dilemma," U.S. Naval Institute *Proceedings* (April 2001), pp. 75-78.

"A Navy Second to None," in *The Navy*, ed. By Rear Adm. W. J. Holland, Jr. (Washington, DC: Naval Historical Foundation, 2000), pp. 74-91.

"Jackie Fisher's Revenge," *Proceedings of the U.S. Naval Institute* (February 2000), pp. 83-85.

"Professionalizing Command, Education, and Doctrine," *Joint Force Quarterly*, Spring 1998 (91-98), pp. 91-98.

"The Evolution of the U.S. Fleet, 1933-1941: How the President Mattered," in *FDR and the U.S. Navy*, ed. by E. J. Marolda (New York: St. Martin's Press, 1998), pp. 65-114.

"The Problem with Linkage, Foreign and Domestic Policy," *Central European Issues*, Vol. 2, No. 1 (1996).

"Strategic Bombardment Constrained," in *Case Studies in Strategic Bombardment*, ed. by R. C. Hall (Washington: Office of Air Force History, 1998). Also two chapters (on Korea and Southeast Asia) in *Case Studies in the Achievement of Air Superiority*, ed. by B. F. Cooling (Washington: Center for Air Force History, 1994).

"Naval Reconstitution, Surge, and Mobilization: Once and Future," *Naval War College Review*, Vol. 47, No. 3 (Summer 1994), pp. 67-85. This essay won both the E. S. Miller Prize and the Ernest J. Eller Prize.

"Aircraft Carriers, Development and Tactics," in *The Oxford Companion to the Second World War*, General Ed. I.C.B. Dear (Oxford: Oxford Univ. Press, 1995).

"Combine Strategy and Intelligence," *Proceedings of the U.S. Naval Institute* (June 1993).

"The Difficulties of Force Planning: The Modern Navy as an Illustrative Case of a Frustrating Trend," *Defense Analysis*, Vol. 9, No. 1 (1993).

"The Political Process and Project Management," in D. Cleland, J. Gallagher, and R. Whitehead, eds., *Military Project Management Handbook* (New York: McGraw-Hill, 1993), pp. 19.1 through 19.18.

"National Security and Domestic Policy-Making: The Similarities and Critical Differences," *International Journal of Public Administration*, Vol. 15 (1992), co-author.

"Fighting on Our Own Ground: The War of Production, 1920-1942," *Naval War College Review*, Vol. 45, No. 2 (Spring 1992), pp. 93-107.

"Tora, Tora, Tora," in Bernard C. Nalty and T. Hall, eds., *War in the Pacific* (New York: Salamander Books, 1991).

"War as Experimentation," *Phalanx* (December 1990), co-author.

"The Surface Navy and the Requirements Process: Revolution or Evolution?" *Naval Forces*, Vol. 10, No. 4 (1989).

"The Program Manager as Entrepreneur: AEGIS and RADM Wayne Meyer," *Defense Analysis*, Vol. 3, No. 3 (1987), pp. 197-212.

"The War Colleges Have a Unique Task," *Armed Forces Journal International* (August 1988).

"Interwar Innovation in Three Navies: USN, RN, IJN," *Naval War College Review*, Vol. 40, No. 2 (Spring 1987), pp. 63-83, co-author.

"Navy Air Leadership: RADM W. A. Moffett as Chief of the Bureau of Aeronautics," in Wayne Thompson, ed., *Air Leadership* (Washington, D.C.: U.S. GPO, 1986).

"Defense Facts of Life," *Naval War College Review*, Vol. 39, No. 3 (May/June 1986), pp. 92-97.

"Game Theory and the Dreadnought Race," *Journal of Strategic Studies* (June 1984).

"Spending Patterns of the U. S. Navy, 1921-1941," *Armed Forces and Society* (Spring 1982).

"Innovation and Administration in the Navy Department: The Case of the NEVADA Design," *Military Affairs* (April 1981), co-author. **Moncado Prize Essay**

"The Long Lance Torpedo and the Cruise Missile: The Similarity of Past and Present Stand-Off Threats," *Proceedings of the U.S. Naval Institute* (September 1981).

"Managerial Style in the Interwar Navy: A Reappraisal," *Naval War College Review*, Vol. 32, No. 5 (September/October 1980), pp. 88-101, co-author.

"The Decline of Liberal Authority and the Resurgence of Liberal Philosophy," *Humanities in Society* (Summer 1980).

"The Effectiveness of the Washington Treaty Navy," *Naval War College Review* (November/December 1979).

"The Destruction of the Battleline at Pearl Harbor," *Proceedings of the U.S. Naval Institute* (December 1977).

"Battleship vs. Aircraft Carrier: U.S. Navy Expenditure Patterns, 1932-1941," *Military Affairs* (October 1977).

#### **PROFESSIONAL PAPERS**

Papers presented at many conferences, including (1) a conference on Navy forward deployment at the Center for Naval Analyses in June 2001, (2) a conference on "Strategic Change, Transformation and Military Innovation" at the Naval War College in March 2000; (3) "Military Education for the 21<sup>st</sup> Century," Naval Postgraduate School, January 1998; (4) Symposium, "Franklin D. Roosevelt and the US Navy," Naval Historical Center and Roosevelt Institute, 1996; (5) Fels Center Conference on Defense Investment Cycles (July 1992); (6) Naval Historical Center Colloquium on Military and Industrial Mobilization for World War II (June 1991); (7) National Science Foundation Conference on Nuclear Weapons Command and Control (September 1990); (8) American Military Institute (March 1990); (9) American Historical Association (December 1989); (10) Maritime de la Premiere Moitie du XXe Siecle, Paris, France (1988); and (11) American Political Science Association (1986).

#### **PROFESSIONAL ACTIVITIES**

Editorial referee (current), *Journal of Military History*, and Naval Institute Press manuscript reader.

Developed and wrote a case study of aircraft carrier design trade-offs for the School of Advanced International Studies, Johns Hopkins University (January 1999).

# David A. Honey, PhD

Defense Sector General Manager & Senior Vice President  
Information Systems Laboratories

(b)(6)

## EDUCATION

- PhD, Solid State Science, Syracuse University, Syracuse, NY (1994)
- MS, Engineering Physics, Air Force Institute of Technology, Dayton, OH (1989)
- MS, Optical Science, University of Arizona, Tucson, AZ (1978)
- BS, Photographic Science, Rochester Institute of Technology, Roch., NY (1976)

## EMPLOYMENT EXPERIENCE

### Air Force Scientific Advisory Board, (2008 – Present)

Serve as a member of a federal advisory committee that provides independent technical advice to senior U.S. Air Force leadership.

### Defense Division General Manager, Sr. VP, Information Systems Laboratories, Vienna VA (2007 – Present)

Lead the largest sector within ISL and oversee five divisions that generate three-quarters of ISL's revenues. Report directly to the ISL CEO and serve as a member of the five-person Executive Management Group of the corporation. Responsible for all planning, project execution, business development and financial performance of the Defense Sector. Direct each of the sector's divisions in technology development efforts that span from research and development, systems engineering and integration to specialty manufacturing (which includes ISL-value added items in production of systems derived from research and development efforts).

### Director, Strategic Technology Office, Defense Advanced Research Projects Agency, Arlington VA (2006 – 2007)

Selected by the DARPA Director to merge the Advanced Technology and Special Project Offices and form the Strategic Technology Office, creating DARPA's largest office. Led the development of technologies that enable US Forces to have theatre-wide and global impact and dominate the new strategic environment. Guided systems development in a wide range of operational environments to include undersea warfare, ground forces, tactical air operations, and space systems. Directed the office's annual \$25M venture investment activity. Oversaw the management and execution of over 70 major programs and execute an annual budget of \$550M. Competitively won new R&D funding that grew the office budget by \$200M in one year.

- My team demonstrated an integrated hardware-software solution that provides orders of magnitude acceleration of data transport across the Internet

- We finished transition of a “smart building” technology development project that enables buildings to protect themselves against chem-bio attacks
- My government-contractor team successfully demonstrated in the field an automated spectrum allocation technology that enabled us to secure follow-on funding for insertion of this product into our customer’s RF networks
- We successfully established two new alternative energy programs for US Forces, one in solar cells and the other in bio-fuels for military aircraft
- My team demonstrated the world’s first synthetic aperture imaging system using a laser (rather than radar) as the illuminator, substantially improving resolution
- Led my new team in developing several new partnerships for product development and transition with the Combatant Commanders and the Services
  - My team created and transitioned several new products through formal agreements with the Commander of Special Operations Command, some of which went directly into combat operations
  - We established eighteen new co-funded Memorandums of Agreement (MOA) with service partners for tech transfer
- Directed the development and field demonstration of the Department of Defense’s (DOD) first interoperable, mobile tactical network
  - Led a team of government program managers, contractors and customers in this \$80M project
  - We delivered an affordable solution (cheaper by greater than a factor of 4) for nearly 1 million legacy systems 2 years ahead of the competition

Director, Advanced Technology Office, Defense Advanced Research Projects Agency, Arlington VA (2002 – 2006)

Led an office of 20 program managers developing leap-ahead capabilities in networks, communications, network centric warfare applications, information assurance, sensor systems, maritime technology and systems for Special Forces. Guided the development of novel ideas in physics, chemistry, biology, materials science, information technology, radio and optical based networks that will revolutionize the operational capabilities of U.S. warfighters. Built and maintained business relationships with new and existing customers for the establishment of co-funded technology transfer agreements. Developed future-year funding requirements, managed execution through detailed technical and administrative program reviews and evaluations, established technical priorities and allocated funds accordingly. Recruited, trained and supervised a diverse team of technical program managers, business operations personnel, and administrative staff. Directed the office’s annual \$15M venture investment activity. Oversaw the management and execution of 35 major programs and grew the annual budget from \$200M to \$320M.

- Rallied my new office to develop and adopt better methods for creating and selling research programs, which led us to the number one position for new start projects
- Led a team of program managers to create and implement DARPA’s “Heterogeneous Networking” R&D strategy, which has now been adopted by senior DOD leadership
  - Expanded the narrowly focused physical layer program to encompass the development of new network management products and user applications

- Successfully conducted far reaching field demonstrations of leap-ahead tactical network capabilities that won customer buy-in and tech transfer
- Guided the development of a new set of DOD-focused information assurance products, giving US forces a decisive edge in Network Centric Warfare
- My team finalized the transition to the US Army of DOD's most ambitious and technologically advanced distributed collaboration software tool for tactical forces, a tool which was successfully combat tested and has now been adopted by the Services
- We refocused DARPA's maritime thrust to develop new products in support of littoral operations and convinced the Navy to then invest \$50M in our new program
- We collaborated with the Commander of Joint Forces Command (JFCOM) and his staff to initiate the Integrated Battle Command research program and transitioned products to the field.

Deputy Director, Microsystems Technology Office, Defense Advanced Research Projects Agency, Arlington VA (2000-2002)

Deputy Director of the DARPA component and sub-systems office in charge of developing novel approaches and applications for heterogeneous chip-scale integration. Directed the office's annual \$10M venture investment activity. Coordinated cross-office research projects and assisted the office director in execution of the \$300M annual office budget.

- Led the photonics technical area on behalf of the Office Director and assisted in identifying high payoff DOD investments in micro-electronics, photonics, and micro-electromechanical systems (MEMS).
- Created DARPA's "All Optical Internet" R&D strategy.
- Organized and led a team of program managers that built a systems driven investment strategy that was successfully used to identify and create new products for our customers.

Member of the Technical Staff (On loan to DARPA), Lincoln Laboratory, Massachusetts Institute of Technology, Arlington VA (1999-2000)

Served as a Program Manager in DARPA's Microsystems Technical Office. Responsible for development of photonics technologies for military systems. Manager of Steered Agile Beams, RF Lightwave Integrated Circuits, University Opto Centers programs. Started the Chip Scale WDM program. Initiated DOD's largest integrated optics chip-scale development program to enable replacement of bulky electronics modules with smaller, lighter, and more energy efficient photonic components. Managed \$145M in R&D programs.

- Led a \$60M co-funded government-contractor consortium that developed a commercially successful high-speed fiberoptic transceiver
  - Focused the four teams on developing components that allowed the goals of both commercial and military customers to be satisfied
  - Final product achieved strong demand in two unrelated markets – local area networks and military avionics 2 years ahead of the competition

Program Manager, Microsystems Technology Office, (Lt Col, United States Air Force (USAF)), Defense Advanced Research Projects Agency, Arlington VA (1997-2000)  
Responsible for development of photonics technologies for military systems. Created the Steered Agile Beams program. Program Manager of the Optical Micro Networks Program. Created a new R&D program to develop very compact components for rapidly and precisely steering laser beams across distances of at least 50km. Led a DOD-industry co-funded optical transceiver program which brought to market the first high speed vertical cavity laser module. Directed development of in-flight test pod for fiberoptic link components. Managed \$100M in programs.

Chief, Intelligence, Surveillance & Reconnaissance Branch, (Lt Col, USAF). Electronic Systems Center (USAF), Hanscom Air Force Base, Lexington MA (1994-1997)  
Responsible for technology development planning for Intelligence, Surveillance and Reconnaissance systems, and for coordinating R&D activities with other mission areas. Produced USAF's first-ever ISR Development Plan linking S&T with high priority operational user needs. Led a team of 15 military and civilian employees with an annual budget of \$3M.

Chief, Photonics Development, (Major, USAF), USAF Photonics Center, Rome Air Force Base, Rome NY (1992-1994)  
Responsible for photonics technology development planning for electro-optical systems development. Established optical interconnects research program. Trained research staff in nanofabrication techniques. Built from scratch a new laboratory experimental program to use optical interconnects to replace electrical connections in order to solve an anticipated data transport bottleneck in high performance computers in military weapons systems. Within two years the effort grew to include five fulltime in-house researchers and three outsourced R&D projects, with an annual budget of \$700K.

Photonics Technology Program Manager, (Capt, USAF), USAF Photonics Center, Rome Air Force Base, Rome NY (1990-1992)  
Responsible for photonics technology program and project execution. Designed, fabricated, and evaluated novel lasers, detectors, waveguides and components for high speed optical data transport. Managed an annual budget of \$200K.

US Air Force, Graduate Student (Air Force Institute of Technology (1988-1989)), FB-111A Pilot & Instructor Pilot (1984-1988), B-52D/H Pilot (1980-1984), Pilot Training (1979-1980), Officer Training School (1978-1979)

Technical Society Memberships:

Optical Society of America, IEEE and SPIE

# ROBERT R. HOOD

(b)(6)

## SUMMARY:

To apply 15 years of senior government experience with the Executive and Legislative branches, including the Speaker of the U.S. House of Representatives, a Governor, and two Under Secretaries, to an organization that requires an individual with a broad range of skill sets. Have a specialty in several key fields, including: national security, energy, environmental and science policy, as well as unique insights into the government process. These capabilities provide a solid foundation to address political, policy and regulatory concerns that challenge today's corporations.

## EDUCATION:

### **University of West Georgia - Carrollton, GA**

- Bachelor of Science degree in Political Science  
\*Minor in history, concentration in military doctrine

### **Harvard University's JFK School of Government-Cambridge, MA**

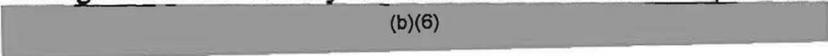
- Senior Executive Program on National and International Security

## PROFESSIONAL EXPERIENCE:

### **U.S. Department of Defense, 2006 - Present**

#### **Office of the Under Secretary of Defense (Comptroller)**

##### ***Deputy Under Secretary of Defense (Budget and Appropriations Affairs)***

- Senior Executive Service (SES) political appointment by the President of the United States, the equivalent to a three star general
- Develop and execute the Department's legislative strategy for the President's annual Defense budget request (over \$500 billion annually)
- Responsible for managing the day-to-day communications with the U.S. Congress regarding the budget and the Department's financial management of those funds, including working with Members of Congress and their staff
- Oversee external relations, including press inquiries, regarding the Defense budget
- Manage and direct the daily activities of 19 staff members (civilian & military)
- 

### **U.S. Department of Energy, 2001- 2006**

#### **National Nuclear Security Administration (NNSA)**

##### ***Director, Congressional Affairs***

- SES political appointment by the President of the United States
- Advised the Administrator, Ambassador Linton Brooks, on all matters related to NNSA's relationship with the U.S. Congress
- Served as the key link for NNSA to Members of Congress and their staff
- Responsible for the development and execution of a legislative strategy for NNSA, a \$9 billion a year federal agency charged with maintaining the U.S. stockpile of nuclear weapons and the U.S. government's nonproliferation efforts around the world

*Curriculum Vitae*

**JOHN H. HOPPS, JR.**

**Provost and Senior Vice President for Academic Affairs  
Professor of Physics**

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**EDUCATION**

**B.S.  
Chemistry/Math  
Cum Laude**

**MOREHOUSE COLLEGE, Atlanta, GA**

- *Senior Thesis*: "Chemical and Thermodynamic Studies of Bituminous Coals"
- *Advisor*: Prof. Henry C. McBay
- Morehouse Glee Club and Quartet
- Varsity Football; Varsity Track and Field

**M.S.  
Chemistry**

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Cambridge, MA**

- *Thesis*: "Optical and Magnetic Studies of the 9-Heteropoly Molybdates of Mn(IV) and Ni(IV)"
- *Advisor*: Prof. David P. Shoemaker
- Research Assistant, X-Ray Crystallography

**Ph.D.  
Physics**

**BRANDEIS UNIVERSITY, Waltham, MA**

- *Dissertation*: "Variational Methods and Transport Theory"
- *Advisor*: Prof. Eugene P. Gross
- Instructor in Mathematics

**Certificate**

**HARVARD UNIVERSITY, Cambridge, MA  
Institute for Educational Management**

**HONORS AND AWARDS**

- Phi Beta Kappa, Sigma Xi, Beta Kappa Chi, and Golden Key Honor Society
- Ford Foundation Early Admissions Scholar; Morehouse College
- Jessie Smith Noyes Foundation Fellow; Massachusetts Institute of Technology
- Sanders Associates Corporate Doctoral Fellow; Brandeis University
- U.S. Presidential Citation "For Outstanding Accomplishments in the Technology Reinvestment Project"

**PROFESSIONAL SOCIETIES AND ACTIVITIES**

- AAAS; American Chemical Society; and American Physical Society;
- American Institute of Aeronautics and Astronautics; Committee on Plasmadynamics and Lasers
- American Nuclear Society;
  - Reactor Operations Division; Past Chair, National Meetings Program Committee
  - Nuclear Engineering Education for Disadvantaged (NEED) Committee; Past Chair, Motivational Projects
- ASM International; Member, Government and Public Affairs Committee (GPAC)
- Biosphere 2 Center (Columbia University); Oracle, AR; Member, Academic Programs Advisory Board
- Carver Fund; Boston, MA; High Technology Venture Capital Fund; Member; Advisory Board
- Center for Economics and Ecology; Columbia University; Member; Advisory Board
- Center for Electronics Manufacturing; Ohio State University; Member; Advisory Board
- Fuji Bank, Ltd.; Tokyo, Japan; Technology Investment Consultant
- Initiative to Diversify the Professoriate; Member, National Advisory Board; M.I.T., Cambridge, MA
- John and Fannie Hertz Foundation; Livermore, CA; Advisor, Hertz Fellowship Program
- Materials Research Society
- National Research Council - National Materials Advisory Board; Member
- National Research Council - Space Studies Board; Member

- **National Reliable Energy Laboratory**; U.S. Department of Energy; Member, National Advisory Board
- **The Negro Educational Review**; Member, Editorial Board
- **Oak Ridge Associated Universities (ORAU)**; Member, Board of Directors

*Dr. John H. Hopps, Jr.*

## **PROFESSIONAL EXPERIENCE**

### **MOREHOUSE COLLEGE, Atlanta, GA (Jan. 1996 - present)**

#### **Provost and Senior Vice President for Academic Affairs, and Professor of Physics**

Second ranking official and Chief Operating Officer of the College, the nation's only all-male historically black college, with an enrollment of approximately 3,000 students. Directly responsible for all matters related to academic programs, faculty and student life. Has direct responsibility for all academic departments and interdisciplinary programs through department chairs and program, center and institute directors. Other officers reporting directly to the Provost and Senior Vice President for Academic Affairs are:

- *Vice Provost for Enrollment Management (Admissions, Financial Aid, and Records);*
- *Vice Provost for Student Affairs;*
- *Vice Provost for Special Academic Programs (e.g., Honors Program, Exchange Programs, Academic Support);*
- *Vice Provost for Information Technology and Resources;*
- *Vice Provost for Research;*
- *Director of Institutional Research;*
- *Director of Athletics; and*
- *Center and Institute Directors (e.g., International Affairs; Teacher Preparation; Leadership; Public Service)*

Has oversight responsibility for all college operations (budgeting, development, campus operations, policy and planning, etc.) to ensure their consistency with academic goals and priorities.

Played leadership role in the conceptualization, development and implementation of several innovative new programs:

- *Interdisciplinary undergraduate programs in the sciences (neuroscience, materials science, and telecommunications)*
- *Center for International Affairs, including the International Power Institute*
- *Center for Teacher Preparation*
- *Leadership Center*
- *3-2 B.S./M.S. Dual Degree Engineering and Science Programs between Morehouse and Georgia Tech*
- *Collaborative Residential Directors Program between Morehouse and the Interdenominational Theological Center*
- *Establishment of a full-service Office of Sponsored Research*
- *Intensive Language Training Initiative*
- *Community-Based Technology Insertion Project*
- *Learning outcome based approach to academic program development, enhancement and assessment*
- *Learning outcome based approach to work study, service learning, and other co-curricular programs*
- *Faculty classroom teaching load reductions (four-courses per term to three-courses per term)*

### **NATIONAL SCIENCE FOUNDATION, Arlington, VA (Sept. 1992 - Oct. 1995)**

*[on leave from the CHARLES STARK DRAPER LABORATORY (formerly the MIT Instrumentation Laboratory)]*

#### **Director, Division of Materials Research (Sept. '92 - Oct. '95)**

Responsible for the development of program goals, metrics, plans, priorities and budgets to promote and advance the U.S. materials research and education enterprise. Responsible for the development, organization and management of the Foundation's largest Division, with a GFY'94 budgetary authority of \$180 million. Responsibilities include:

- *Oversight of the funding of large-scale (>\$800K/yr) multidisciplinary programs in materials research:*
  - *Material Research Science and Engineering Centers (31)*
  - *Science and Technology Centers (5)*
- *Oversight of the funding of National Facilities for experimental studies in materials science and engineering:*
  - *National High Magnetic Field Laboratory (Florida State University; Los Alamos National Laboratory)*
  - *Francis Bitter Nuclear Magnet Laboratory (Massachusetts Institute of Technology)*
  - *Cornell High Energy Synchrotron Source (CHESS)*
  - *Synchrotron Radiation Center (SRC - University of Wisconsin at Madison)*
  - *Center for High Resolution Neutron Scattering (CHRNS - National Institute for Standards and Technology)*
  - *Center for High Resolution Electron Microscopy (CHREM - Arizona State University)*

- Oversight of the funding of individual investigator grants in the areas of metals, ceramics, and electronic materials; materials theory; condensed matter physics; solid-state chemistry and polymers.
- Oversight of programs for curriculum development at graduate, undergraduate and technical education levels.
- Representation of the NSF in interagency program planning and implementation in materials research.

Reorganized Division to achieve enhanced intellectual integration, operational efficiency and organizational agility, and developed strategies and systems for ensuring total quality management of Division operations.

Dr. John H. Hopps, Jr.

## **PROFESSIONAL EXPERIENCE (continued)**

**NATIONAL SCIENCE FOUNDATION, Arlington, VA (Sept. 1992 - Oct. 1995) (continued)**  
*[on leave from the CHARLES STARK DRAPER LABORATORY (formerly the MIT Instrumentation Laboratory)]*

**Director, Division of Materials Research (Sept. '92 - Oct. 1995)**

Conducted major review and evaluation of Materials Research Laboratory and Groups Programs involving large segment of the materials science and engineering community. This culminated in a Materials Research Science and Engineering Center (MRSEC) Program with added emphasis upon K-12 outreach and industrial partnerships.

Diversified and strengthened technical staff, enhanced collegiality throughout Division, and significantly enhanced the stature of the Division within the Foundation and within the national academic science and engineering community.

Established the Foundation's first "Industrial Residency Program" within the Division of Materials Research.

Established interagency partnerships with agencies such as the Advanced Research Projects Agency (ARPA) and the Office of Naval Research (ONR) that has led to both joint funding of awards, as well as joint sponsorship of special initiatives and solicitations.

Conceived and implemented Mathematical and Physical Sciences Directorate program for "Collaborative Research in Undergraduate Institutions" based upon dialogue with faculty of HBCU and other undergraduate institutions.

Member of State Department/National Science Foundation/Department of Energy Working Group for the planning of long-range scientific collaboration with member nations of the North American Free Trade Agreement (NAFTA).

- Member of international delegation meeting in Saltillo, Mexico on May 4-5, 1995 to develop long-range plans for collaboration in mathematics and the physical sciences.
- Member of Organizing Committee for first "Pan American Advanced Study Institute", to be held Aug. 21 -Sept. 1, 1995 in Merida, Yucatan, Mexico. Institutes modeled after highly successful NATO Advanced Study Institutes.

Served as NSF member of Working Group on Defense Technology Conversion. The group is responsible for the design, development and implementation of the Technology Reinvestment Project (TRP).

- TRP reinvested \$800M in defense funds to commercial and dual-use activities within the private sector.
- Received Citation by the President of the United States for outstanding achievement in project implementation.

Served as NSF representative for numerous interagency Federal Initiatives within the new White House National Science and Technology Council structure for science and technology policy. These included:

- Member of Government-Industry Technical Working Group of the Partnership for a New Generation Vehicles (PNGV). Heads subgroup on Vehicle Technologies.
- Member of Committee on Civilian Industrial Technology Government-industry Subcommittee on Aeronautic Materials and Manufacturing Technology.

Served as member of NSF working group which planned and coordinated programmatic activities in Manufacturing.

On-site Research and Education Program Reviews/Evaluations:

- University of Amsterdam
- Arizona State University
- University of California at San Diego
- University of California at Santa Barbara
- University of Chicago
- Cornell University
- Florida A&M University
- Florida State University
- Georgia Institute of Technology
- Harvard University
- University of Houston
- University of Illinois at Chicago
- University of Illinois at Urbana
- Jagelonian University (Krakow, Poland)
- Kent State University
- Los Alamos National Laboratory
- University of Maryland at College Park

- Massachusetts Institute of Technology
- Michigan State University
- Northeastern University
- Northwestern University
- Ohio State University
- University of Pennsylvania
- Prairie View A&M University
- Princeton University
- Purdue University
- Rensselaer Polytechnic Institute
- Rice University
- Stanford University
- Tohoku University ( Sendai, Japan)
- University of Tokyo
- Virginia Polytechnic Institute and State University
- University of Washington
- University of Wisconsin at Madison

Dr. John H. Hopps, Jr.

## **PROFESSIONAL EXPERIENCE (continued)**

### **THE CHARLES STARK DRAPER LABORATORY, Cambridge, MA (1977 to 1995)**

**Principal Member of Technical Staff (Nov. '92 - Dec. 95)**  
**Chief, Photonics Technology (Nov. '90 - Sept. '92)**

Responsible for development and maintenance of the Laboratory's technology infrastructure in photonics upon which advanced systems development activities in sensors, communications and signal processing are based. Responsible for externally and internally funded technology research and development programs, fabrication and test facilities, and supervision of technical personnel . Technologies directed included high performance fiber optic components, integrated optic components, laser devices, semiconductor photonic devices, photonics fabrication automation and packaging, optical signal processing and optical design and analysis.

- Supervised thesis research of 3 Draper Fellows (1 PhD, MIT, Electrical Engineering; 1 PhD, Tufts, Electrical Engineering; 1 MS, Northeastern, Electrical Engineering).

**Manager, Laser Research and Development Facility (Mar. '87 to Sept. '92)**

Responsible for laser development to meet Corporate requirements for communication, tracking, and fiber optic sensor systems. Specific responsibility for laser devices for resonant fiber optic gyro (RFOG) program. Technical responsibilities include laser performance testing and analysis, quantum well semiconductor laser research, and quantum optics research related to the generation of squeezed states in semiconductor lasers. Initiated, facilitated, and monitored laser research and development subcontracts to MIT, University of Illinois and AT&T.

- Initiated and built Laboratory's programs in laser research and development.
- Developed state-of-the-art computer-based facility to characterize dynamical properties of laser devices.
- Developed collaborative program with AT&T leading to 10 KHz linewidth DBR diode laser for RFOG.
- Originated dual-electrode concept leading to flat baseband FM response of RFOG DBR lasers fabricated by AT&T.
- Implemented and experimentally supported university research programs for quantum well lasers.
- Collaborated in development of piezo-modulated solid state microlasers packaged in diode laser cans.
- Supervised thesis research of one Draper Fellow (MS, MIT, Electrical Engineering).

**Manager, Fault-Tolerant Systems Technology Research (Feb. '86 to Mar. '87)**

Responsible for the management of internally funded research and development programs in fault-tolerant systems area. Programs included hardware concepts, prototype development, design and analysis methodology development, as well as test-bed development and prototype systems implementation and evaluation. Pioneering work by the Laboratory on the development of high-speed, high throughput, fault-tolerant parallel processing systems begun during this period.

- Initiated program for the development of intelligent, "real-time" operator support system for high risk, dynamically fast systems such as nuclear power plants and high performance aircraft.
- Developed and successfully tested, using the MIT research reactor, an intelligent, real-time operational support system for sustaining safe plant operation under conditions of plant state uncertainty.
- Supervised thesis research of one Draper Fellow (PhD, MIT, Nuclear Engineering).

### **Manager, Energy Programs Development (May '79 to Mar. '87)**

Responsible for the development and management of Laboratory's programs in Energy Technology. Program activities included externally and internally funded research and development, as well as system development and implementation for research and commercial reactors. Program activities were directed towards the application of fault-tolerant systems, and other advanced instrumentation and control related technologies, to enhance the availability, performance and operational safety of power plants.

- *Developed Laboratory's instrumentation and control technology and programs in the nuclear power area.*
- *Developed program resulting in first Nuclear Regulatory Commission (NRC) licensed reactor (MITR-II at MIT) for full operation under computer control.*
- *Developed program resulting in first fault-tolerant computer controlled reactor safety system (EBR-II at Idaho National Engineering Laboratory).*
- *Developed program resulting in first use of "analytic redundancy" in fault-tolerant safety systems of commercial nuclear plant (Northeast Utilities' Millstone-II).*
- *Conceived and managed first Internal Research & Development subcontracts to MIT which were to become model for the Laboratory's "University Research Subcontract Program".*
- *Supervised thesis research of 5 Draper Fellows (3 PhD, MIT, Nuclear Engineering; 1 PhD, MIT, Mechanical Engineering; 1 MS, MIT, Mechanical Engineering).*

*Dr. John H. Hopps, Jr.*

### **PROFESSIONAL EXPERIENCE (continued)**

#### **THE CHARLES STARK DRAPER LABORATORY, Cambridge, MA [1977 to present (continued)]**

##### **Education Director (July '83 to Aug. '84)**

Responsible for administration of Laboratory's Corporate Education Office. Responsibilities included student programs having thesis and dissertation research component (approximately 100 graduate students), as well as Faculty, Military, and Industrial Residency Programs. Responsible for student recruitment, evaluation, and facilitation of student research placements. Non-residence program responsibilities included seminars and special courses offered in-house and on campus (MIT). Also responsible for in-house technical staff development programs.

- *Extended the Draper Fellows (Graduate Research Assistantship) Program to universities other than MIT.*
- *Initiated funded Faculty Research Participation Program for faculty supervisors of Draper Fellows.*
- *Worked on admissions committees of several MIT departments (selected students for admission as Draper Fellows).*
- *Responsible for interviews and evaluations of Hertz Fellowship applicants from New England region.*
- *Established in-house closed circuit Continuing Education programs with Northeastern and Boston Universities.*

##### **Manager, CSDL Adaptive Optics Facility (Oct. '78 to Nov. '79)**

Responsible for the design, implementation and operation of scaled experimental facility devoted to the investigation of high energy laser (HEL) propagation phenomena and real-time adaptive optics control.

- *Developed unique laboratory experimental facility incorporating appropriately scaled thermal blooming and turbulence effects simultaneously over the same optical propagation path.*

##### **Research Scientist (Sept. '77 to Dec. '78)**

Engaged in research in plasma dynamics aimed at modeling the behavior of fusion plasmas as a basis for the development of control concepts for tokamak and mirror fusion reactors. Principal investigator on project to develop control concepts for fission-fusion hybrid reactors. Activities included the neutronic modeling of several fission-fusion hybrid conceptual designs and the characterization of their control behavior.

- *Developed "real-time" models for first in-depth Tokamak Reactor (Princeton) instrumentation and control system conceptual design.*
- *Developed "real-time" models for first in-depth Mirror Reactor (Lawrence Livermore) instrumentation and control system conceptual design.*

#### **MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Cambridge, MA (1977 to 1995)**

##### **Research Affiliate, Department of Electrical Engineering and Computer Science (Feb. '90 - Sept. '93)**

Engaged in collaborative research and supervision of thesis students in the development III-V quantum well photonic materials, components, devices and integrated systems. Research emphasis included:

- *Microscopic modeling, and theoretical and experimental analysis of linewidth narrowing mechanisms in quantum well semiconductor lasers, incorporating the effects of materials and device architecture.*
- *Microscopic modeling and theoretical design of quantum well phase modulators.*
- *Study of squeezed states of semiconductor laser radiation, which included the study of third order susceptibilities,  $\chi^{(3)}$ , in rare-earth doped optical fibers and four-wave mixing based squeezing in the phase quadrature of the radiation field. The experiments were preliminary to experiments planned on directly rare earth doped semiconductors lasers.*

**Research Affiliate, Department of Nuclear Engineering (Sept. '77 to Aug. '88)**

Engaged in collaborative research and supervision of thesis students in the development and implementation of advanced computer-based techniques for real-time nuclear power plant operational support. Research disciplines include estimation and control theory, decision theory and statistical physics. Work included prototype systems implementation on the MIT Research Reactor.

**Visiting Scientist, Department of Nuclear Engineering (Sept. '76 to Aug. '77)**

Engaged in theoretical research on the nonequilibrium statistical mechanics of dense fluids and the connection of dynamical structure functions and higher order dense fluid correlation functions with slow neutron scattering and other experimental data.

*Dr. John H. Hopps, Jr.*

**PROFESSIONAL EXPERIENCE (continued)**

**THE OHIO STATE UNIVERSITY, Columbus, OH (1971 to 1977)**

**Assistant Professor, Department of Physics (Sept. '71 to Aug. '76)**

Research areas: Plasma Physics, Nonequilibrium Statistical Mechanics

Teaching areas: General Physics, Optics, Quantum Mechanics, Statistical Mechanics, Plasma Physics,

Research in Physics, and Research in Atmospheric Sciences:

- Theses Supervised:
  - *Physics* -- 2 MS, 1 PhD
  - *Atmospheric Sciences* -- 1 PhD
- Thesis Committees:
  - *Physics* -- 2 MS, 9 PhD
  - *Atmospheric Sciences* -- 2 PhD
  - *Electrical Engineering* -- 1 PhD

Administrative responsibilities included development and administering of written and oral graduate exams in Physics and the physics sections of graduate exams in Electrical Engineering and Atmospheric Sciences.

Served on committee for development of Atmospheric Sciences Program which later became a department.

**SANDERS ASSOCIATES, INC., Nashua, NH (1967 to 1971)**

**Manager, Laboratory for Optical Sciences (Jan. '67 to Aug. '71)**

Responsible for the planning, development and operation of an optical test facility consisting of several laboratories and indoor and outdoor optical test ranges of lengths up to 13 miles. The facility was engaged in the characterization of radiation sources, detectors and passive optical components for military infrared systems, as well as the alignment and testing of infrared subsystems. Performed spectroscopy studies in support of development activities in the solid state laser area.

**Assistant Manager, Plasma Physics Department (Nov. '69 to Oct. '71)**

Performed theoretical and experimental research and development in plasma physics aimed at development of plasma infrared radiation devices. Developed, and studied dynamic electrical and radiation characteristics of, alkali vapor arc discharge lamps and electromagnetic shock tubes.

- *Developed prototype radiation devices for first generation infrared targeting and countermeasure systems.*

#### **NASHUA CORPORATION, Nashua, NH (1964 to 1967)**

##### **Research Scientist**

Responsible for concepts and basic developments in imaging and high speed recording directed towards application to office copy and high speed recording systems. Participated in the development of the Nashua toner for the Xerox process. Served as consultant to Production Engineering Division on basic technical problems related to quality control.

- *Conceived and did basic research leading to patent in high frequency ultrasonic recording.*
- *Conceived and did basic research leading to patent in electrosensitive recording.*

#### **BOSTON UNIVERSITY, Boston, MA (1962 to 1964)**

##### **Assistant Coach, Varsity Football**

Responsible for coaching offensive and defensive backs. Participated in the development of offensive and defensive systems. Other responsibilities included the development of game plans and strategies, scouting and recruiting.

- *Developed and patented football training machine.*
- *Coached four players who later played professionally in AFL and NFL.*

*Dr. John H. Hopps, Jr.*

#### **RECENT KEYNOTE SPEECHES AND MAJOR PRESENTATIONS**

"Materials Research Instrumentation Development: A New Paradigm", Keynote Address, *Atomic Force/Scanning Tunneling Microscopy Conference*, Natick, Massachusetts, June 8-10, 1993, (*in press*, Elsevier).

"NSF Activities in Undergraduate Materials Chemistry", Keynote Address, *Symposium on Materials Chemistry Education*, National Meeting of the American Chemical Society, Chicago, Illinois, August 22-27, 1993.

"New Perspectives on Materials Research Education in the U.S.", Materials Science Frontiers Lecture, *3rd International Conference on Advanced Materials of the International Union of Materials Research Societies*, Tokyo, Japan, August 31-September 4, 1993.

"Privatization in the Post Cold War U.S.: The Technology Reinvestment Project", Invited Address, *International Conference on Privatization and Socioeconomic Policy in Central and Eastern Europe*, Krakow, Poland, October 18-21, 1993, (*in press*). Chair of workshop on Country Perspectives.

"Reformulation of the Social Contract for Federal Support of Science and Engineering: New Vistas and Opportunities", *International Symposium II: The Culture of Engineering in a Rapidly Changing Environment*, University of California at Berkeley, Berkeley, California, November 8-10, 1993, (*in press*).

"Advanced Manufacturing Initiative: General Perspectives and Materials Research Opportunities", Keynote Address, *Materials Processes for Manufacturing Symposium*, Materials Research Society Meeting, Boston, Massachusetts, November 29-December 3, 1993.

"New Priorities for the National Science Foundation", *College of Engineering Research Review*, University of California at Santa Barbara, Santa Barbara, California, February 24, 1994.

"New Priorities for NSF", Luncheon Address, *Federation of Materials Societies*, Washington, DC, March 10, 1994.

"NSF Division of Materials Research: Status, Priorities and New Directions", *Special Session*, National Meeting of the American Physical Society, Pittsburgh, Pennsylvania, March 22, 1994.

"Directions in Materials Research", Keynote Address, *4th Conference on Computational Research on Materials*, Morgantown, West Virginia, May 11, 1994.

"The Evolving Role of DMR in Materials Research", Keynote Address, *Think Tank on Materials Science and Engineering in the 21st Century*, University of California at Santa Barbara, Santa Barbara, California, May 20, 1994.

"Real Advances in Materials Research", Award Presentation Remarks, *1st National Symposium Honoring the Most Significant Advances in Materials Research*, National Association for Science, Technology and Society, National Press Club, Washington, DC, September 26, 1994.

- Program broadcasted by the National Technological University to a national academic and industrial audience.
- Portions of the program, including my presentation of awards, featured on *Dateline NBC*.

"The Increasing Importance of U.S. Academic/Industry Partnerships and Alliances in a Competitive Global Economy", *Symposium and Ceremony in Dedication of NSF supported Facility in Advanced Electronic Packaging Facility*, Cornell University, Ithaca, New York, October 13, 1994.

"Grand Challenge in Materials Science", Keynote Address, *Japan Science and Technology Agency (STA) Symposium: Material and Matter Design in the Virtual Laboratory*, Tokyo, Japan, December 8, 1994.

"The Impact of Advances in Materials Technology in Developing Nations", Contribution to the film *Marshaling Technology for Development* produced by the World Bank, February 21, 1995, Washington, DC. The film will serve the following purposes: (1) Training of World Bank staff, (2) Information resource for economic and industrial planners, and other leaders, of Developing Nations, and (3) Public Broadcasting System Documentary.

"(Title to be announced)", Invited Address, *Conference on the Role of Science in Advanced Societies*, Massachusetts Institute of Technology, Cambridge, MA, April 6-7, 1995.

"Science, Technology and Industrial Policy: Rationalization of the Privatization Process", Invited Address, *International Conference on The Implications of Privatization in Eastern Europe, the European Union, the Balkans and Beyond*, Komotini, Thrace, Greece, June 26-July 2, 1995.

Dr. John H. Hopps, Jr.

## **PUBLICATIONS**

J. Hopps, "New Perspectives on Materials Research Education in the U.S.", *Transactions of the Materials Research Society of Japan*, **19B**, 619 (1994).

J. H. Hopps, Y. Royter and C. G. Fonstad, "Modeling and Design of Narrow Linewidth Quantum Well Semiconductor Lasers", **in preparation**.

J. H. Hopps, et. al., "Effects of Gamma Rays and Neutrons upon the Dynamical Behavior of Diode Lasers", **in preparation**.

J. H. Hopps, et. al., "Total Gamma Ray Dose and Neutron Effects on Diode Lasers", in "USASDC Solid State Inertial Measurement Unit Nuclear Hardening Test Program", **Final Report, DOD DASG60-88-C-0045, CSDL-R-2324**, Charles Stark Draper Laboratory, April, 1991.

J. H. Hopps, et. al., "Validation of Critical BWR Signals", **Final Report, EPRI NP-5211M, Project 2448-1**, Charles Stark Draper Laboratory, May 1987.

J. H. Hopps, et. al., "Design and Experimental Evaluation of an Automatically Reconfigurable Controller for Process Plants", **1987 American Control Conference**, Minneapolis, MN, 10-12 June 1987.

J. H. Hopps, et. al., "The Application of Digital Technology to the Control of Reactor Power: A Review of the MIT Reactor Experiments", "**Proceedings of the 6th Power Plant Dynamics, Control and Testing Symposium**", 14-16 April 1986, Knoxville, TN.

J. H. Hopps, H. N. Jow and C. K. Whitney, "Information Prioritization for Tactical Support of Nuclear Power Plant Operators in Off-Normal Situations", **Proceedings of the International Conference on "Computer Applications for Nuclear Power Plant Operation and Control"**, Pasco, WA, 8-15 September, 1985.

J. H. Hopps, et. al., "Advanced Control Test Operation-Task Team Report", **Final Report, U.S. Dept. of Energy, DE-AT03SF11699**, September, 1985.

J. H. Hopps, et. al., "MIT Reactor Fault-Tolerant Systems Demonstration", **Trans. Am. Nucl. Soc.**, June, 1985.

J. H. Hopps, "Safety Parameter Display Systems: A High Information Reliability Design Concept", **ASME Trans. on Computers in Engineering**, 4, 39 (1982).

J. H. Hopps, J. L. Shohet and W. L. Waldron, "Surface Modes in Magnetized Fully Ionized Plasmas", **Phys. Fluids** 23(1), 129 (1980).

J. H. Hopps and W. L. Waldron, "Nonlinear Effects in Plasma Surface Mode Dynamics", **Bull. Am. Phys. Soc. II** 23, 795 (1978).

J. H. Hopps, et. al., "Hybrid Reactor Neutron Kinetics Study", **Final Report, EPRI Project 546-2**, Charles Stark Draper Laboratory, May 1978.

J. H. Hopps, "Microscopic Theory of Surface Modes in Bounded Plasmas", **Third International (Kiev) Conference on Plasma Theory**, Trieste, Italy, 5-9 April, 1977.

J. H. Hopps and W. L. Waldron, "Surface Modes in Electron Plasmas", **Phys. Rev. A** 15(4), 1721 (1977).

J. H. Hopps and W. L. Waldron, "Anomalous Bulk Modes in Bounded Plasmas", **Bull. Am. Phys. Soc. II** 22(1), 70 (1976).

J. H. Hopps, "Electromagnetic and Particle Scattering in Collisional Plasmas", **Bull. Am. Phys. Soc. II** 21(4), 647 (1976).

J. H. Hopps, "Direct Variational Approach to the Calculation of Dynamic Structure Functions", **Phys. Rev. A** 13, 1226 (1976).

*Dr. John H. Hopps, Jr.*

### **PUBLICATIONS (continued)**

J. H. Hopps, "Local Reference Beam Holography: Theory and Application to Optical Countermeasures", **Technical Report LOS-70-P-1908**, Sanders Associates, Laboratory for Optical Sciences; November, 1970.

J. H. Hopps, "Details of the Line Ratio Atmospheric Extinction Correction Method", **Technical Report LOS-70-P-1975**, Sanders Associates, Laboratory for Optical Sciences; August, 1970.

J. H. Hopps, "Atmospheric Attenuation Corrections Using a Method of Line Ratios", **Technical Report LOS-70-P-1869**, Sanders Associates, Laboratory for Optical Sciences; August, 1970.

J. H. Hopps, and E. Wainwright, "Source Development Study", **Final Contract Report, Naval Air Systems Command, N0w-64-0580-ci**; Sanders Associates, Plasma Physics Laboratory; July, 1970.

J. H. Hopps, "High Pressure Pulsed Discharges: Electrical and Radiative Dynamics", **Technical Report LOS-70-019-IRD-NXF**, Sanders Associates, Laboratory for Optical Sciences; June, 1970.

J. H. Hopps, and E. Wainwright, "Electromagnetic Shock Tube Program", **Final Contract Report, Naval Air Systems Command, N00019-69-c-0612**; Sanders Associates, Plasma Physics Laboratory; January, 1970.

J. H. Hopps, "Dynamics of Electromagnetic Shock Tubes: An Analysis of the T-Tube", **Technical Report LOS-69-14-IRD-NXF**, Sanders Associates, Laboratory for Optical Sciences; December, 1969.

J. H. Hopps, "Infrared Sources for the 10 $\mu$  - 19 $\mu$  Region: A Feasibility Study", **Technical Report LOS-68-06-IRD-NXF**, Sanders Associates, Laboratory for Optical Sciences; December, 1968.

J. H. Hopps, "Notes on High Pressure Discharge Lamps: Theory, Operation and Testing", **Technical Report LOS-68-01**, Sanders Associates, Laboratory for Optical Sciences; February, 1968.

J. H. Hopps, "Plasma Instabilities and the Radiation Modulation of Pulsed Discharges", **Technical Report IRD-8-H-093**, Sanders Associates, Laboratory for Optical Sciences; January, 1968.

### ***SELECTED CIVIC ACTIVITIES***

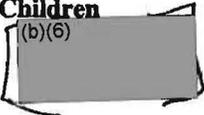
- **Atlanta International School**; Atlanta, GA; Board of Directors
- **Brookline (MA) Pop Warner Football**: Former Head Coach, (Ages 12 - 14), 1984-1991
- **Brookline School Department**; Brookline, MA; Gifted and Talented Program, Advisory Committee
- **Brookline (MA) Youth Track Club**: Founder and Former Director, (Boys and girls ages 8 - 18), 1990-1992
  - The Athletics Congress (TAC) and Amateur Athletic Union (AAU) Regional Championships.
  - Thirteen (13) National Junior Olympians in two year period.
  - Seven (7) medals in National Junior Olympic competition in two year period.
- **Cambridge Partnership for Public Education**; Cambridge, MA; Former Member, Science Advisory Board
- **East Columbus Community Organization Day School**; Columbus, OH; Past Chair, Board of Directors
- **Fernbank Museum**; Atlanta, GA; Advisory Board
- **First Baptist Church**; Nashua, NH; Board of Deacons; Choir and Soloist
- **Mable M. Chandler Scholarship Foundation**; Dallas, TX; Board of Directors
- **Merrimack (NH) Pop Warner Football**: Former Associate Head Coach, (Ages 12 - 14), 1980-1983
  - Coached in first Pop Warner National Championship game; Alexander City, AL; 1983.
- **Morehouse College Alumni Association**; Past Chapter President; Columbus, OH
- **NUPRIME**; Northeastern University Progress in Minority Engineering; Advisory Board; Boston, MA
- **Project SEED (Science and Engineering Education for the Disadvantaged)**; Northeastern University; Boston, MA; Advisory Board
- **Reggie Jackson/Mr. October Foundation for Kids**; Nashua, CA; Board of Advisors
- **Rotary International**; Nashua, NH; Charter Member and Past Director, Nashua West

### ***FAMILY***

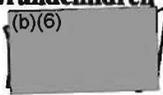
**Spouse**  
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**Children**  
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**Grandchildren**  
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## RESUME

Ambassador (Ret.) Vicki J. Huddleston

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### PROFESSIONAL EXPERIENCE

Brookings Institution

1775 Massachusetts Avenue, N.W.

Washington, D.C., 20036

Visiting Fellow: Co-leader of the "US Policy Toward a Cuban Transition" project

- Responsible for carrying out the Cuba project that is designed to provide recommendations for USG policy makers on approaches that would most effectively promote a democratic, economic viable, and stable Cuba. I am assisted by the co-leader of the project, Brookings' Vice President Carlos Pascual, and a group of the leading academics, experts, and opinion leaders on Cuba. Over a 18 month period the advisors will participate in six simulations and discussions – the first on February 7, 2008 and the last in February 5, 2009 – that we have designed to help the group to identify key decision points and preferred policy options. The results of the simulations as well as recommendation of the Core Group will be published by Brookings as a monograph or book. The project also includes a series of public conference on Cuba and briefings to legislators and the executive branch.

U.S. Department of State:

Acting Ambassador, American Embassy, Ethiopia

- Managed one of the largest U.S. embassies in Africa during a major political crisis
- Led the international community in helping the government and opposition restart a democratic process, including the release of thousands of detainees and agreement on new parliamentary rules
- Organized a forum for national debate on Ethiopia's future and a women's group and mini-fair to empower women

- Set up the new U.S. mission to the African Union and reopened the country Peace Corps program

#### Ambassador to the Republic of Mali

- Expanded American assistance in northern Mali where terrorist groups threatened stability
- Guided the government in developing a \$500 million millennium challenge grant
- Initiated construction of a new chancery complex

#### Chief of Mission/Principal Officer, United States Interests Section, Cuba

- Created an outreach program to empower Cubans by providing books, radios and internet access
- Led a new approach to USG policy that resulted in political space for human rights activists and entrepreneurs

#### Deputy Assistant Secretary of State for African Affairs

- Provided policy and management support to 16 embassies in West and Central Africa
- Led efforts to end the civil war in Sierra Leone
- Evacuated six embassies as a result of terrorist threats and internal violence

#### Ambassador to the Republic of Madagascar

- Contributed to peaceful elections after the impeachment of the president
- Promoted environmental conservation throughout the island resulting in the creation of a major new national park

#### Deputy Chief of Mission, American Embassy, Haiti

Managed the embassy's relationship with the U.S. and multinational forces deployed to restore democracy

#### Deputy Director and Director of the Office of the Coordinator of Cuban Affairs

Desk Officer for Bolivia

Economic Officer, American Embassy, Mali

Economic Officer, Office of Mexican Affairs

UNCTAD Officer, Bureau for International Organization Affairs

Consular and Economic Officer, American Embassy, Sierra Leone

Other:

8/2007: Charge d'Affaires American Embassy Abidjan, Ivory Coast

3/2007: Non-resident Senior Fellow, Brookings Institution, Washington D.C. – organized a conference on Cuba's transition

2007: Consultant and Commentator on Africa and Latin America NBC Universal, NYC

2005: Spring Semester: Fellow, Institute of Politics, John F. Kennedy School of Government, Harvard University: organized and led a seminar "Perceptions of the U.S. in the Developing World," while mentoring five students

1988: American Political Science Association and Johns Hopkins School for Advanced International Studies Fellow on the staff of Senator Jeff Bingaman (D-NM) - drafted legislation to control the proliferation of missile technology

1967- 72: USAID contractor with American Institute for Free Labor Development (AIFLD), Peru and Brazil

1964 - 66: Peace Corps Volunteer, Peru

#### AWARDS AND HONORS

U.S. Department of State:

The Department's Distinguished Honor Award

The Secretary's Career Achievement Award

The President's Meritorious Service Award

Distinguished Alumni, University of Colorado

Roll of Honor, U.S. Peace Corps

Paul Harris Award, International Rotary Club

Honorary awards from governments of Mali and Madagascar

#### PUBLIC SPEAKING

Brookings Institution

Chautauqua Institution

Inter American Dialogue

University of Colorado

Harvard University

Boston University

Commonwealth Club, San Francisco

International Relations groups in Tampa, Santa Fe, Salt Lake, Santa Barbara, Riverside, and San Diego

## EDUCATION AND SEMINARS

Executive Seminar, Aspen Institute, Aspen, Colorado

Ambassadorial Seminars, public speaking and foreign policy

M.A. Degree with Distinction, Johns Hopkins School for Advanced International Studies

B.A. Degree, University of Colorado, International Relations

Languages: (b)(6)

## PUBLICATIONS:

Currently writing a book about Cuba

## AFRICA

**Don't Turn on Ethiopia**

November 15, 2007 - New York Times

**Ethiopia: Voting for HR 2003 was Wrong**

October 17, 2007 - Jimma Times

**Opportunity in Somalia**

January 03, 2007 - Washington Times

## CUBA

**How Not to Promote Democracy in Cuba**

October 25, 2007 - Washington Post

**Play a Part in Cuba's Future**

April 20, 2007 - Miami Herald

**Post-Fidel Cuba**

February 06, 2007 - Washington Times

## PROFILES

Chicago Tribune, December 15, 2004, "Democracy, Islam Share a Home in Mali"

New York Times, July 4, 2002, "Lighting Matches in Cuba on the Fourth"

Dallas Morning News, April 17, 2002, "Our Woman in Havana Doesn't Stand on Timidity"

**ROBIN ELENA JACOBSON**

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**PROFESSIONAL EXPERIENCE**

**Williams & Connolly LLP, Partner (1987-2000; 2001-present; Partner since 1995)**

**Experience in complex civil and criminal litigation:**

- Civil litigation experience encompasses diverse array of complex cases involving women's health (contraception, menopause, diseases of aging), pharmaceutical products liability, the False Claims Act, the design of military aircraft engines, challenges to the administration of federal statutes, and others – in the context of federal and state court (including multi-state) litigation, and class actions.
- Most recently, led team of over 25 attorneys, from different law firms, responsible for development of scientific themes, arguments and experts for defense of nationwide litigation of more than 5,000 cases alleging that hormone replacement therapy caused breast and other cancers, heart attacks and strokes, and that company failed to adequately warn of the risks, test the product, and explore alternate designs. Played key role in several trials, as well as various *Daubert/Frye* hearings and scientific presentations in state and federal court.
- Criminal defense experience includes tax fraud, false statements, antitrust violations, and product adulteration.

**Pro Bono experience:**

- Led revision of firm's pro bono program, serving as Chair (and now member) of Pro Bono Committee; oversaw work on cases involving mental health, constitutional tort, political asylum, Federal Tort Claims Act, Americans with Disabilities Act, and other issues.

**U.S. Department of Justice (Torts Branch), Deputy Assistant Attorney General (2000-2001)**

**Led 200-person branch of Justice Department charged with defending tort suits filed against the United States and individual federal agents:**

- **Litigation Duties:** Supervised cases involving constitutional, common law, environmental, aviation and admiralty claims. Managed civil suit arising from the stand-off between Branch Davidians and the Federal Bureau of Investigation outside Waco, Texas in 1993 – a suit that we successfully defended at trial.
- **Legislative Duties:** Testified before Congress concerning proposed legislative changes to the Federal Tort Claims Act and Federal Employees' Compensation Act; oversaw two statutory compensation programs; served as Justice Department representative on interagency task force to develop compensation legislation following "controlled burn" initiated by Interior Department in Los Alamos, New Mexico, in May 2000.
- Served one month as Acting Deputy Assistant Attorney General, Office of Immigration Litigation, supervising federal court litigation under the Immigration and Nationality Act, and related statutes.

**The Honorable Harrison L. Winter, Chief Judge, U.S. Court of Appeals for the Fourth Circuit, Judicial Clerk (1986-1987)**

**VOLUNTEER WORK FOR OBAMA CAMPAIGN (2007-2008)**

- Led teams of volunteers undertaking confidential research, strategic analysis and drafting of memoranda and pleadings. (Contact David Ogden, Robert Bauer or William Taylor for details).
- Deputy for the Election/Post-Election Litigation Team (EPELT) for one of the battleground states. Managed the preparation of research, analysis and pleadings for potential post-election litigation. (Contact David Kendall, David Ogden or Robert Bauer for details).
- Led teams of volunteers undertaking confidential research, strategic analysis and drafting of memoranda re various issues. (Contact Gregory Craig for details).

- Managed team of Williams & Connolly LLP volunteers providing a variety of legal research support to campaign voter protection efforts (February 2008 – October 2008).
- Fundraising (May 2007 – November 2008); canvassing in Delaware and Virginia (prior to the primary elections).

### **VOLUNTEER WORK FOR KERRY CAMPAIGN (2004)**

- Served on post-election litigation team for several battleground states. Managed the preparation of research, analysis and pleadings for potential post-election litigation. (Contact David Kendall, David Ogden or Robert Bauer for details).
- Managed team of Williams & Connolly LLP volunteers providing a variety of legal research support to campaign voter protection efforts (July 2004 – October 2004).

### **EDUCATION**

#### **Harvard Law School, J.D. *cum laude* (1986)**

- Editor-in-Chief, Harvard Civil Rights-Civil Liberties Law Review

#### **Dartmouth College, A.B. *summa cum laude* (1983)**

- National Debate Tournament (2d place 1983; 3d place 1982); Colby Government Prize, Woodbury Law Scholarship, Edson Memorial Prize; Phi Beta Kappa

### **PUBLICATIONS**

- Co-author, "Rx for the Elderly: Legal Rights (and Wrongs) Within the Health Care System," 20 Harvard Civil Rights-Civil Liberties Law Review 425 (Summer 1985)

### **BOARD MEMBERSHIPS**

- Washington Lawyers' Committee for Civil Rights & Urban Affairs
- Washington Legal Clinic for the Homeless
- Birch Family Services, Inc., New York, NY

### **BAR ACTIVITIES**

#### **District of Columbia Bar**

- Summit on Women in the Legal Profession, Steering Committee (1997)
- Council on Sections, Vice-Chair (1998-1999)
- Section on Courts, Lawyers and the Administration of Justice, Steering Committee: Co-Chair (1996-1999); Member (1996-2002)

#### **Women's Bar Association – Co-Chair, Litigation Forum (1998-2000)**

**REFERENCES**

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## THE HONORABLE JERRY JENNINGS

Mr. Jerry Jennings is Chairman and Chief Executive Officer of the Phoenix Communications and Research Company of McLean, Virginia.

Previous to establishing his own consulting company Mr. Jennings served in the Administration of President George Bush. In 1990 he was appointed by President Bush and confirmed by the United States Senate, with a unanimous vote, to be the Deputy Director of the Federal Emergency Management Agency. He served as the Acting Director of the agency in 1990 and served as the Deputy Director in 1991 and 1992. During this entire period he had the day to day responsibility for running all of the agency's operations, including the programs of its three directorates and two administrations.

In 1987 President Ronald W. Reagan appointed Mr. Jerry Jennings Acting Director of the Selective Service System. From 1988 to 1990 he was the Deputy Director of the agency.

From 1982 until late 1986 Mr. Jennings served in the Executive Office of the President as the Executive Director of the Office of Science and Technology Policy. During that same period he also served as the Executive Director of The White House Science Council.

Jerry Jennings was advisor to the Assistant to the President for National Security Affairs under four Presidents from 1973 to 1982. From President Richard M. Nixon to President Ronald W. Reagan he was responsible for establishing and maintaining all programs, policies, and procedures relating to the security and domestic intelligence concerns of the National Security Council. In this same capacity he also served as the White House liaison with the Federal Bureau of Investigation regarding criminal and intelligence matters requiring the attention of the President or his senior staff. He was also the principal point of contact for the Central Intelligence Agency at the White House during these years and made the final determination regarding access to all sensitive intelligence disseminated within the Executive Office of the President.

Mr. Jennings served in a number of other responsible and sensitive positions before his White House appointments. He was with the Department of Justice from 1968 to 1972, first as a Special Agent with the Federal Bureau of Investigation where he was first assigned to Memphis, Tennessee and to the biggest and most famous case in the history of the F.B.I. - the murder of the Rev. Dr. Martin Luther King.

He later worked in New York City on espionage, internal security, and general criminal matters. For his last assignment with the Department of Justice during this period he was appointed Special Assistant to the Director of the Office of National Narcotics Intelligence. Jennings also served with the Central Intelligence Agency assigned as an Intelligence Officer to Southeast Asia from 1965 to 1968. Mr. Jennings performed his military duty with the United States Marine Corps, completing his military service as a Captain.

Jerry Jennings grew up in Grand Blanc, Michigan, a small community fifty miles North of Detroit, Michigan. He attended Eastern Michigan University near Detroit where he earned a B.Sc. degree in political science and history. Jennings studied for a Master's degree in public administration at the John Jay College of Criminal Justice, City University of New York, New York City. He also completed the Senior Managers Program at the John F. Kennedy School of Government at Harvard University.

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Jerry Jennings

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# FRANK R. JIMENEZ

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## PROFESSIONAL EXPERIENCE

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U.S. DEPARTMENT OF DEFENSE — Washington, D.C. April 2004 to present

PRINCIPAL DEPUTY GENERAL COUNSEL OF THE NAVY — NAVY SECRETARY GORDON ENGLAND

Advise senior principals on litigation, acquisition, environmental, fiscal, ethics, intellectual property, personnel, intelligence and legislative issues for U.S. Navy and Marine Corps; assist General Counsel of the Navy in managing over 600 attorneys and overseeing Naval Criminal Investigative Service

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT — Washington, D.C. June 2002 to April 2004

CHIEF OF STAFF — SECRETARY MEL MARTINEZ

Led Secretary's senior management team; provided overall strategic direction for major policies, programs, and initiatives; supervised agency interactions with White House, public officials, industry groups, and general public

EXECUTIVE OFFICE OF THE GOVERNOR — Tallahassee, FL

January 1999 to June 2002

DEPUTY CHIEF OF STAFF (2001-02; 1999-2000); ACTING GENERAL COUNSEL (2000-01); DEPUTY GENERAL COUNSEL (1999) — GOVERNOR JEB BUSH

Served on Governor's senior management team; handled comprehensive legal, policy, and personnel matters; supervised executive agencies covering environment, transportation, health, business regulation and land use

STEEL HECTOR & DAVIS L.L.P. — Miami, FL

October 1992 to January 1999

PARTNER (1998-99); ASSOCIATE (1992-98; leave of absence April to December 1994)

Practiced complex commercial litigation and white-collar criminal defense in federal and state courts

JEB BUSH FOR GOVERNOR CAMPAIGN — Miami, FL

April 1994 to December 1994

DADE COUNTY EXECUTIVE DIRECTOR

U.S. COURT OF APPEALS FOR THE NINTH CIRCUIT — Pasadena, CA

September 1991 to September 1992

JUDICIAL LAW CLERK — CHAMBERS OF THE HONORABLE PAMELA ANN RYMER

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## EDUCATION

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M.B.A. — THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA — Philadelphia, PA (awarded May 2005)

✓ Double major in Finance and Strategic Management; Wharton Graduate Fellowship award

J.D. — YALE LAW SCHOOL — New Haven, CT (awarded June 1991)

✓ Harlan Fiske Stone Prize (Best Oralist) and Benjamin N. Cardozo Prize (Best Brief), Yale Moot Court

✓ Notes Editor, Yale Law Journal; published Note on student religious speech

✓ Summer clerkships: U.S. Department of Justice (DC), Gibson Dunn & Crutcher (CA), Steel Hector & Davis (FL)

B.S. with Honors in Biology — UNIVERSITY OF MIAMI — Coral Gables, FL (awarded December 1987)

✓ Voted Outstanding Student Government Member, Senator; Bd. of Trustees Campus Master Planning Committee

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## QUALIFICATIONS, ACTIVITIES AND HONORS

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✓ Admitted to the Bars of Florida (1991) and the District of Columbia (1994; presently inactive)

✓ (b)(6)

✓ Member, President's Task Force on Puerto Rico's Status (2003 — present)

✓ Member (since 1993) and President (1996-2001), Board of Trustees, Miami Christian School

✓ Member, Committee on Professionalism, The Florida Bar (1993-96)

✓ Named among "The 100 Most Influential Hispanics" in U.S. by Hispanic Business magazine (2002)

STEPHEN C. JOHNSON

(b)(6)



**BACKGROUND:** Policy analysis, international relations, military affairs, public relations.

**EXPERIENCE:** **THE HERITAGE FOUNDATION**, Senior Policy Analyst for Latin America *Nov 99 - pres*  
Researches and writes policy papers on political, economic, and security issues involving Latin American countries. Has served as an election observer. Quoted in print media, his commentaries have been published in major newspapers throughout the hemisphere. Appears on TV and radio, hosts conferences, and speaks at domestic and international forums.



**U. S. AIR FORCE RESERVE/USSOUTHCOM**, Public Affairs Officer *1st Feb 2000*  
Lt Colonel reserve backup to USSOUTHCOM Director of Public Affairs (PA). Advised Command on public affairs aspects of foreign military relations. Developed Spanish-language PA training course for foreign armed forces—including public and internal information, community relations, and strategic planning. Designed and wrote Spanish-language public affairs course materials. Conducted workshops, seminars, and PA-journalist roundtables in various countries on the role of communications in a democratic society. Directed joint information bureau for a five-nation peacekeeping exercise.



**U.S. DEPARTMENT OF STATE** *Mar 86 - June 1992*  
*Public Affairs Bureau:* Senior public relations adviser and Editorial Division chief. Supervised editors in production of State Department publications and press materials including the foreign affairs weekly *Dispatch*. *Inter-American Affairs Bureau:* Staff director in charge of inter-bureau working group responsible for domestic communications on U.S. Central America policy.

*Gm-13/10*

**U.S. INFORMATION AGENCY/POLICY GUIDANCE BUREAU** *detail*  
Policy officer detailed to State Department Office of Public Diplomacy. *Nov 85 - March 86*  
Researched and wrote reports, acted as a Department spokesman before public audiences, foreign affairs groups, and various media.

**UNITED STATES AIR FORCE** *Aug 1973 - Aug 1985*  
Assistant Air Attaché diplomatically accredited to Honduras, Belize, Costa Rica, El Salvador, Nicaragua, and Panama.

Pilot, KC-135 jet tanker, flew air refueling missions to support global Air Force operations and exercises, supervising a crew of four.

**FRONTIER BROADCASTING COMPANY**, Cheyenne, Wyoming  
Weeknight radio host, weekend television weatherman, and newscaster.

**OTHER**

**ACTIVITIES:** HQ USAF, Office of the Secretary of the Air Force, Washington, D.C.

Public Affairs Officer. Developed concept for opinion/analysis handbook tracking media and opinion trends on defense issues. Advised on improving internal, institutional communication. On Pentagon media response cell during Operation Desert Storm. Developed press handouts, computer graphics, and arranged interviews with senior leaders.

Advised Uruguayan National Burn Center on public awareness campaign.

**EDUCATION:** B.A. Mass Communications, University of Wyoming, 1969-1973, Phi Beta Kappa.  
M.A.L.S., International Relations, Georgetown University, 1990.

**LANGUAGES:** (b)(6) *audies*



**INTERESTS:** History, art, sailing.



**VIRGINIA HURT JOHNSON**

(b)(6)

**PROFESSIONAL EXPERIENCE:**

**American Red Cross National Headquarters, Washington, DC**  
*December 2004 – present*

(b)(6)

Senior Director of Government Relations and Public Policy at the American Red Cross National Headquarters, serving as primary liaison between the Red Cross, its Board of Governors and the U. S. Congress.

Served for one year as Executive Director in the Office of the Chairman, integrating the Chairman's activities with the President's office, the national Board of Governors, other key units at National Headquarters and Red Cross chapters throughout the United States.

**Republican Nominee, United States House of Representatives,  
13<sup>th</sup> Congressional District of North Carolina**  
*2003 - November 2004*

(b)(6)

Won Primary Election in July 2004 and was Republican candidate in the November General Election for U.S. House in the 13th Congressional District of North Carolina which includes Greensboro and Raleigh.

**U. S. House of Representatives, Washington, DC**

**Counsel to the Chairman, House Ethics Committee**  
*2000 – 2003*

(Chairman Joel Hefley, R-CO)

Provided legal advice to Chairman on a series of sensitive issues and congressional investigations. Shared primary responsibility with Ranking Member staff counterpart for issuing written advisory opinions to House Members and staff. Had shared oversight of administrative responsibilities of Committee operations.

**Counsel, House Ethics Committee**

1996 - 2000

(Chairwoman Nancy Johnson, R-CT;  
Chairman Jim Hansen, R-UT; Chairman Lamar Smith, R-TX)

Served as nonpartisan staff attorney on Advice and Education Staff and on Committee Investigative Staff. Lead staff attorney for investigation of Speaker Newt Gingrich (Subcommittee Chairman Porter Goss, R-FL) and Representative Bud Shuster (Subcommittee Chairman Joel Hefley, R-CO).

Led seminars and briefings for House Members and staff providing overview of ethics rules and code of conduct. Provided Members and staff with confidential counsel on application of statutes and rules to personal and official conduct.

**Counsel, Committee on Armed Services, Subcommittee on Readiness**

2001 - 2003

Primary responsibilities included oversight of legislative issues related to civilian personnel and \$4 billion budget for Department of Defense environmental programs. Primary staff contact for amendments to Endangered Species Act, Marine Mammal Protection Act and Migratory Bird Treaty Act.

(Chairman Joel Hefley, R-CO)

**Professional Staff Member, Committee on Resources**

2000 - 2001

Professional Staff Member of Subcommittee on National Parks, Recreation and Public Lands.

(Chairman Joel Hefley, R-CO)

**Attorney-at-Law, Shaw, Bransford and O'Rourke, Washington, DC**

1987 - 1995

Represented individual and corporate clients on employment, nonprofit, estate planning, tax and corporate issues before federal and state courts, Merit Systems Protection Board, Foreign Service Grievance Board and Equal Employment Opportunity Commission. Regular guest host on "Fed-Talk," broadcast on WUST-AM. Wrote monthly column on retirement issues for *Retirement Life* magazine, published by National Association of Retired Federal Employees.

**Professor, Georgetown University, Washington, DC (Adjunct Faculty)  
1989 – 1997**

Taught law courses on Commercial and Contractual Relations and Estates and Trusts. Topics included business law and the study of statutory and case law necessary to draft and interpret wills and trusts.

**Speaker, The Education Forum/National Institute of Transition  
Planning 1992 – 1995**

Led large audience seminars on a variety of legal issues of general interest to retirees, including estate planning, taxation and long-term health care planning.

**Professor, University of San Diego, San Diego, California (Adjunct  
Faculty) Summer, 1991**

Taught legal research and writing courses.

**Professor, Kelsey-Jenney Business College, San Diego, California  
(Adjunct Faculty) Summer, 1991**

Taught business law courses. Topics included contracts, Uniform Commercial Code sales, negotiable contracts and torts.

**Law Clerk, United States Bankruptcy Judge, U.S. Middle District of  
North Carolina  
August 1985 – July 1986**

Researched legal issues for Judge James B. Wolfe, Jr., for cases before the federal bankruptcy court. Drafted opinions and orders. Served as intermediary between the judge and attorneys practicing before the Court.

**PUBLICATIONS:**

The Ways of Wills: Trust and Estate Planning for Government Employees  
Co-authored book on wills, living wills, trusts and powers of attorney, avoiding probate and other estate planning issues. (Third edition, 1994)

Retirement Life Magazine

Co-author of more than 50 columns on estate planning and pension topics of interest to federal retirees.

**EDUCATION:**

**Juris Doctor, Wake Forest University School of Law, May 1985**  
Moot Court Participant, Student Trial Bar, Student Bar Association

**B.A. (Russian/French), cum laude, Duke University, May 1981**  
Dean's List 1978, 1979, 1980  
Associate Editor, Teacher/Course Evaluation Book  
Female lead in two musical productions

**Pushkin Language Institute, Moscow, USSR, Fall 1980**

**Middlebury College, Middlebury, Vermont, Summer 1979**  
Summer Russian Language Program

**MEMBERSHIPS:**

United States Supreme Court Bar                      United States Tax Court  
Virginia State Bar  
District of Columbia Bar                      United States Court of Federal Claims  
  
United States Court of Appeals for the Federal, 4<sup>th</sup>, 5<sup>th</sup>, 7<sup>th</sup> and 9<sup>th</sup> Circuits

**COMMUNITY SERVICE:**

Layreader, St. John's Episcopal Church, Washington, DC  
  
Tutor, Partners in Education, Ludlow-Taylor Elementary School,  
Washington, DC  
  
Pro Bono Attorney, Whitman Walker Clinic, Washington, DC  
  
Board of Directors, Duke Club of Washington, Washington, DC  
  
Counselor, Alternative House Teen Shelter, Vienna, Virginia

## Biography

Jerry H. Jones

(b)(6)

(b)(6)

Mr. Jones has had significant Executive Branch experience, having served in key positions in the Nixon and Ford Administration. He has served in major positions in three presidential campaigns.

Upon receiving his MBA, Mr. Jones joined McKinsey and Company, Inc., a worldwide management consulting firm and worked to solve challenging problems for multinational companies in the U.S. and abroad. In 1967, Mr. Jones founded his own firm to pursue acquisitions of small manufacturing companies on a leveraged buyout basis.

In 1971, he joined the Nixon Administration and served as Staff Assistant to the President, Special Assistant to the President in charge of the White House Personnel Office, and Staff Secretary to the President. From April to November 1972, Mr. Jones served at the Committee to Reelect the President, where his chief responsibility was to organize and direct the Political Division, which was responsible for conducting the Nixon campaign in each of the 50 states.

Mr. Jones subsequently served President Ford as Staff Secretary and then as Deputy Assistant, with responsibility for planning and implementing the President's day-to-day schedule and campaign activities.

In 1977, Mr. Jones returned to his family business in Texas. He organized and directed a major agribusiness (cotton seed crushing) and an oil and gas exploration company. He also developed and served as general partner of an office complex in Midland, Texas.

In 1988, Mr. Jones returned to the New York area and worked on special projects for several small companies. He served as President of a troubled company and directed a turnaround effort that resulted in a profitable liquidation. He also served as organizer and director of a successful landfill gas-to-energy power plant and as a Chairman and CEO of a company that undertook an effort to develop the largest proposed plant in the U.S. to compost municipal solid waste. His experience also includes President and CEO of a company that developed and manufactured systems to purify industrial waste water for reuse.

In June 1996, Mr. Jones joined the Dole for President Campaign, with responsibility for organizing and directing the policy group and, as such, served as a

deputy to the Campaign Chairman. Subsequently, he served as President of three Washington area public policy consulting firms, Global USA, Inc. 1997-2000, CANTABS, Inc 2000-2003 (Co-founder) and JH Jones & Associates, LLC 2003-present (Founder).

Mr. Jones graduated from Harvard College with an A.B. in History and from Harvard Business School with an MBA. He has served as a member of the board of trustees of an Episcopal school, on the vestry of his church, on the board of directors of a major teaching hospital, and on several boards appointed by the Governor of Texas to study various agriculturally-related problems.

# MICHELE S. JONES

(b)(6)

(b)(6)

Senior Leader with extensive experience and success in building coalitions, partnerships and teams across all boundaries and levels. Exceptional public speaking, presentation, negotiation and diplomacy skills. Enjoys developing future leaders and programs as well as bringing divergent groups together to resolve challenges and accomplish significant goals.

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## PROFESSIONAL EXPERIENCE

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**The Bones Theory Group, LLC, Jacksonville, FL**  
**CEO and Motivational Speaker**

2007 – 2009

Provides keynote address and motivational speeches to students, civic organizations, government and military personnel to help increase educational opportunities, provide leadership, team building and parental development. Develop and facilitate partnerships with organizations and businesses in both the private and government sectors to enhance relationships between individuals and organizations. Create and deliver workshops in leadership development, dynamics of team selection and conflict resolution.

- Developed strong partnerships between the Army and 50 high schools across the United States, and U.S. territories that developed strong mentoring programs. These programs resulted in measuring students' success, retaining students in schools, reducing absenteeism and increasing standardized test scores, including SAT and ACT.
- Piloted the Family Leadership Institute in conjunction with Educational Achievement Services, Inc. in the Omaha Public School System that began with six schools and expanded to 25 schools within one year. The program builds strong parental and leadership skills and teaches parents to be proactive participants in their children's education and personal growth.
- Delivered programs that were instrumental in the Weber Shadwick Public Relations Firm receiving the highest industry award for their community youth outreach program.

U.S. Army, United States, Germany, Honduras, Panama, Bosnia and Kosovo

1982– 2007

### *Career Progression:*

<b>Command Sergeant Major of the Army Reserve</b>	2002 – 2007
<b>Division Command Sergeant Major / Advisor</b>	1998 – 2002
<b>Battalion Command Sergeant Major</b>	1996 – 1998
<b>Chief of Training and Validation</b>	1995 – 1996
<b>First Sergeant</b>	1993 – 1995
<b>Command Paralegal / Paralegal</b>	1982 – 1995

Selected as Senior Advisor to advise the Chief of the Army Reserves on all enlisted matters pertaining to training, leader development, mobilization, deployment, employer support and family readiness for more than 1.2 million soldiers and families serving in over 120 countries. Represented the Army Reserve personnel as their key advocate and spokesperson in the media, congressional hearings, Department of Defense (DOD), Department of the Army and to the general public to educate the community and improve the quality of life for military members and their families.

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**ACCOMPLISHMENTS**


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- Represented the Army Reserves on the DOD Senior Enlisted Advisory Council in concert with the Army National Guard, Air Force Reserves, Air Guard, Navy Reserves, Marine Reserves and Coast Guard Reserves. Researched and identified critical issues, policies, regulations and laws that affected reserve members and their families. Made recommendations to the military services, governmental agencies and congress which resulted in twenty different legislative and policy changes in three years and saved the military more than \$10 million.
- Coordinated with multiple offices across divisions, commands and regions in twenty states to secure new positions for more than 400 displaced personnel due to reorganizations.
- Prepared and led presentations to senior military leaders in New Zealand, Japan, Korea and Germany that educated them on the United States Army Reserves mission, organizational structure, benefits and obligations.
- Developed numerous programs, including Family Readiness, Welcome Home Citizen Warrior, Healing, Helping, Hiring (H3), Wounded Warriors and Command Sergeant Major Training. The H3 program resulted in consolidating services from 10 major agencies which assisted more than 500 military members and their families
- Conducted over 200 Briefings in over 30 states that educated more than 60 employers, 30 public schools, Army units and agencies on the Army Reserve and the impact on the community.
- Created and increased senior leadership positions by 60% in the full-time Army Reserve.
- Worked closely with the Active Component to create multi-component assignments for the Army Reserve by fostering partnerships and developing an understanding of the Reserve and its leadership.

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**HONORS**


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- Honored with the Legion of Merit, Meritorious Service Medal, Army Parachutist Badge, German Army Forces Airborne Wings and Royal Thai Airborne Wings.
- Recipient of the NAACP Meritorious Service Award.
- Received the "Spirit of Democracy Lifetime Achievement Award" and National Coalition on Black Civic Participation.
- Featured in multiple newspapers and magazines around the world, including *Ebony*, *Jet* and *Essence*.
- Highlighted in *Essence's Magazine Anniversary Edition* as one of 35 World's Most Remarkable Women.
- Served as a panelist at the "Women Shaping the World Summit," New York, NY and at numerous universities.

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**EDUCATION**


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**Currently pursuing Master of Arts in Management / International Relations**  
Webster University, El Paso, TX

**Bachelor of Science in Business Administration**, Fayetteville State University  
Fayetteville, NC

- **Cum Laude**

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**CIVIC and MEMBERSHIP**


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- Chosen as Keynote Speaker at the Democratic National Convention, Presidential Election, 2008
- Served as Surrogate Speaker across the nation for President Obama, Presidential Election, 2008
- Supporter of multiple nonprofit organizations that support military members and families
- Lifetime member of Noncommissioned Officer Association
- Member and supporter of the Association of United States Army (AUSA)
- Member and supporter of the United States Army Alumni Association (USAA)

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**MILITARY**


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**Honorable Discharge**, United States Army

(b)(6)

STEPHEN L. JONES, D.H.A.

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## CAREER HISTORY

### **INDEPENDENT CONSULTANT 2001 - Present**

*Self employed as a consultant providing client services in government relations, business development, project development and strategic planning for private sector clients and local chamber of commerce.*

### **MEDICAL UNIVERSITY OF SOUTH CAROLINA 1982 - 2001**

*The Medical University of South Carolina (MUSC) is an Academic Health Sciences Center with a mission of teaching health professionals, providing patient care, and conducting research. The University employs approximately 8,000 individuals, has a comprehensive FY 00-01 annual budget of approximately \$952 million, and a resident and student body of 2,800. MUSC manages five hospitals and a number of outpatient facilities.*

#### **Director of Federal Relations and Economic Development (2000 - 9/2001)**

##### *Office of the President & Foundation for Research Development*

- Primary liaison for MUSC with Members of Congress and federal agencies
- Work with state and local economic development officials in attracting and incubating high-tech companies for the benefit of MUSC and the State of South Carolina
- Advance MUSC's position on major health care and educational issues in the federal arena
- Develop and market projects and specific program initiatives for federal support
- Interface with government officials and private companies in diversifying the State's business mix

##### *Accomplishments:*

- Increased Medical University funding by \$15 million
- Helped revise Balanced Budget Act of 1997 and increased funding for medical research and several MUSC projects

#### **Chief of Staff; Director of Federal & External Relations (1982 - 2000)**

##### *Office of the President, Dr. James B. Edwards*

- Chief advisor and counselor to the President
- Executive administrator for the President's office
- Functioned as chief operations officer for MUSC
- Chaired and served on the University's major search committees, task forces and planning and implementation teams
- Worked closely with the University's Board of Trustees, performing specific duties requested by the President and representing the President when needed
- Designated member of The President's Council, MUSC's planning, operational, and decision making body
- Coordination of economic development activities, community and public relations, federal relations, minority affairs, and legal office

##### *Accomplishments:*

- Developed, planned, and procured over \$100 million in federal funding for a Comprehensive Cancer Center, the Strom Thurmond Biomedical Research Center, and the Environmental Hazards Assessment Program
- Procured an agreement with SC Universities, Westinghouse Corporation, and the Savannah River Plant to increase research activity in South Carolina
- Implementation of University-wide Guest Relations Program

##### *Appointments:*

- Interim Director, SC Universities Research and Education Foundation (April 1998)
- Chairman, MUSC's Economic Working Group
- President's designee, SC Research Authority Board of Trustees, BEST Committee, SC Sea Grant Consortium, Study Group for Charleston Graduate Center

**CAREER HISTORY (Continued)**

**UNITED STATES DEPARTMENT OF ENERGY (DOE) 1982**

**Chief of Staff and Administrative Assistant**

*Office of the Secretary, The Honorable James B. Edwards*

- Directly responsible to the Secretary of Energy for Department organization and activities of the Office of the Secretary
- Represent the Secretary in contacts with the White House, federal departments and agencies, U.S. Congress, and private sector industry
- Responsible for confidential assignments of the Secretary of Energy
- Responsible for the development and evaluation of policy options in institutional, administrative, and support functions, including financial resources
- Responsible for review and recommendations to the Secretary concerning Secretarial pronouncements, congressional testimony, proposed Department legislation, regulations, and opinions

***Accomplishments:***

- Assisted the Secretary of Energy in formulation of Department policy such as nuclear waste legislation, natural gas deregulation, and reorganization of the Department of Energy

**UNITED STATES HOUSE OF REPRESENTATIVES 1981**

**Chief of Staff and Administrative Assistant**

*Office of Thomas F. Hartnett, Member of Congress, South Carolina*

- Chief counsel and advisor to the Congressman on overall policy, issues and political effects
- Management and supervision of Washington congressional office and district offices-- hiring, office assignments, budget and allowances

***Accomplishments:***

- Establishment of freshman Congressman's office

**UNITED STATES SENATE 1974 -1980**

**Executive Assistant to the Senator**

**Staff Member, Judiciary Subcommittee for Administrative Practice and Procedures**

*Office of The Honorable J. Strom Thurmond, United States Senator*

- Developed effective working relationship with executive branch of government
- Maintained expertise in federal funding sources and agency practices and procedures affecting state and local communities
- Advised Senator on proposed legislation, agency rulings, and regulations
- Assisted constituents and state officials in dealing with the federal bureaucracy

***Accomplishments:***

- Facilitated the establishment of the Congaree National Monument (SC)
- Facilitated the permitting of the Wando Terminal in Charleston Harbor (SC)
- Grant funding for University Pharmacy Building (University of SC)
- Assistance for Beaufort-Jasper comprehensive Health Center (SC)

**CAREER HISTORY** (Continued)

**GREENVILLE COUNTY COMMISSION FOR ALCOHOL AND DRUG ABUSE 1972 - 1974**  
Greenville, South Carolina

**Executive Director**

**Project Officer/ Initiation and Development Grant (I & D)**

- Administered all alcohol and drug abuse activities in Greenville County
- Responsible for planning, policy, guidance, research and information
- Responsible for spending and accountability of Commission's General Fund and all grants
- Planned and coordinated efforts for the I & D project
- Working with groups to investigate and devise approaches to education
- Related directly to 7 alcohol and drug projects, other government and social agencies and the State Commissioner

**Accomplishments:**

- Served as first full-time Director of the Commission on Drug Abuse
- Effectively merged the organization into the Commission for Alcohol and Drug Abuse and served as Director
- Completed strategic plan and expanded needed services

**MILITARY EXPERIENCE** 1968 - 1970

**Army Military Intelligence, First Lieutenant**

Schools: Signal Officers Basic School  
Fort Gordon, Georgia

Army Security Agency Cryptographic Warfare School  
Fort Devens, Massachusetts

Tours of Duty: Turkey and Washington, DC

Duties: Company Commander  
Assistant Operations Officer  
Manpower Specialist

**EDUCATION**

CLEMSON UNIVERSITY, Clemson, SC

**Bachelor of Science in Economics - 1968**

UNIVERSITY OF SOUTH CAROLINA, Columbia, SC

**Master of Social Work -- 1972**

MEDICAL UNIVERSITY OF SOUTH CAROLINA, Charleston, SC

**Doctor of Health Administration - 1999**

**BOARDS** (currently serving)

SOUTH CAROLINA FEDERAL CREDIT UNION

SOUTH CAROLINA BIOTECHNOLOGY INCUBATION PROGRAM

SCENIC BLACK RIVER ADVISORY COUNCIL

**COLIN H. KAHL**

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### **CURRENT POSITIONS**

Assistant Professor, Security Studies Program, Edmund A. Walsh School of Foreign Service, Georgetown University. July 2007-present.

Senior Fellow, Center for a New American Security. July 2007-present.

Consultant, Political Instability Task Force (formerly the State Failure Task Force), United States Government. 1999-present (contract managed by SAIC).

### **FORMER POSITIONS**

Co-lead for Iraq Policy, President-Elect National Security Transition Team. November-December 2008.

Team Lead, Obama Iraq Policy Group. August 2007-November 2008 (volunteer).

Assistant Professor, Department of Political Science, University of Minnesota. September 2000-May 2007.

Stability Operations Analyst, Office of the Deputy Assistant Secretary of Defense for Stability Operations, OSD SOLIC, Department of Defense. January 2005-August 2006. (Assigned to office as a Council on Foreign Relations International Affairs Fellow.)

### **EDUCATION**

**Ph.D., Political Science, Columbia University, 2000.**

Major Field: International Relations; Minor Field: Comparative Politics; Third Field: Environmental Studies. Dissertation: "States, Scarcity, and Civil Strife in the Developing World." Advisors: Robert Jervis and Jack Snyder.

B.A., Political Science, University of Michigan, 1993.

## **BOOKS**

*A Theory of Victory: Norms, the U.S. Military, and the Evolution of Counterinsurgency in Iraq* (in progress). The book examines the way in which the American military's understanding of the Law of War affected the evolution of its counterinsurgency operations in Iraq.

*States, Scarcity, and Civil Strife in the Developing World* (Princeton, NJ: Princeton University Press, 2006). The book examined the relationship between demographic pressures, natural resource scarcity, and violent internal conflict, with empirical discussions of dynamics in Africa, Asia, Latin America, and Middle East.

## **IRAQ-RELATED TRAVEL AND RESEARCH**

Member of Joint Campaign Assessment Team, October 2008. At the invitation of General Odierno and Ambassador Crocker, participated in comprehensive review of the revised Joint Campaign Plan identifying key U.S. military and government objectives and tasks in Iraq for 2009 and beyond. Visited Baghdad and Anbar Province.

Center for a New American Security research trip, July-August 2008. Conducted cite visits and extensive interviews with U.S. military and diplomatic officials and Iraqi politicians. Visited Baghdad, Basra, Mahmudiya, and Mosul.

Research on targeting procedures at Combined Air and Space Operations Center, Southwest Asia, December 2007.

Department of Defense Lessons Learned Study on Stability and Reconstruction Operations in Iraq, July 2006. Led small team of researchers from the Office of the Deputy Assistant Secretary of Defense for Stability Operations.

## **IRAQ PUBLICATIONS**

"Bridge on the River Euphrates," *The National Interest*, September/October 2008.

"How to Exit Iraq" (with John Nagl and Shawn Brimley), *New York Times*, September 5, 2008.

"Baghdad's Misguided Crackdown on the Sons of Iraq" (with Shawn Brimley), *Los Angeles Times*, August 26, 2008.

"Cancel Iraq's Blank Check" (with John Nagl and Shawn Brimley), *Foreign Policy* (online), August 2008, [http://www.foreignpolicy.com/story/cms.php?story\\_id=4454](http://www.foreignpolicy.com/story/cms.php?story_id=4454).

"Walk Before Running," *Foreign Affairs*, July/August 2008.

*Shaping the Iraq Inheritance* (with Michèle Flournoy and Shawn Brimley), Center for a New American Security, June 2008.

“Turning Point or Tactical Pause? Prospects for Stability and Political Accommodation in Iraq,” *Middle East Policy*, Vol. 15, No 1 (Spring 2008), pp. 83-91.

“The Case for Conditional Engagement” (with Shawn Brimley), Center for a New American Security Policy Brief, March 2008.

“COIN of the Realm,” *Foreign Affairs*, Vol. 86, No. 6 (November/December 2007).

“The Sorcerer’s Apprentice” (with Shawn Brimley), *Foreign Policy* (online), September 2007, [http://www.foreignpolicy.com/story/cms.php?story\\_id=3968](http://www.foreignpolicy.com/story/cms.php?story_id=3968).

“Measuring Progress in Iraq,” Center for a New American Security Policy Brief, August 30, 2007.

“In the Crossfire or the Crosshairs? Norms, Civilian Casualties, and U.S. Conduct in Iraq,” *International Security*, Vol. 32, No. 1 (Summer 2007), pp. 7-46.

“Time for a National Debate on Plan B: If the Surge Fails, What Next?” *Foreign Policy* (online), February 2007, [http://www.foreignpolicy.com/story/cms.php?story\\_id=3746](http://www.foreignpolicy.com/story/cms.php?story_id=3746).

“How We Fight,” *Foreign Affairs*, Vol. 85, No. 6 (November/December 2006), pp. 83-101.

### **OTHER PUBLICATIONS**

“Demography, Environment, and Civil Strife,” in Lael Brainard and Derek Chollet, eds., *Too Poor for Peace? Global Poverty, Conflict and Security in the 21<sup>st</sup> Century* (Washington: Brookings Institution Press, 2007), pp. 60-72.

Contributor, *State Failure Task Force Report: Phase IV Findings* (McLean, VA: Science Applications International Corporation, 2006).

“Population, Development, and Revolution,” in *Encyclopedia of Modern Revolutions* (Santa Barbara, CA: ABC-CLIO, 2006).

“The Nature of Warfare: Natural Resources and Civil War,” in Peter Dombrowski, ed., *Guns and Butter: The Political Economy of International Security* (Boulder, Colo.: Lynne Rienner, 2005).

“Review Essay on *The Conflict Trap*,” Woodrow Wilson Center, *Population, Environmental Change, and Security Newsletter*, Environmental Change and Security Project (Spring 2004), p. 6-9.

Contributor, *State Failure Task Force Report: Phase III Findings* (McLean, VA: Science Applications International Corporation, 2003 [2000]).

“The Political Ecology of Violence: Lessons for the Mediterranean,” in Hans Günter Brauch, et al., eds., *Security and Environment in the Mediterranean: Conceptualizing Security and Environmental Conflicts* (Berlin: Springer 2003), pp. 465-76.

“Demographic Change, Natural Resources, and Violence: The Current Debate,” *Journal of International Affairs*, Vol. 56, No. 1 (Fall 2002), pp. 257-82.

“Constructing a Separate Peace: Constructivism, Collective Liberal Identity, and Democratic Peace,” *Security Studies*, Vol. 8, No. 2 (Winter 1998/99-Spring 1999), pp. 94-144. (Also appears in Glenn Chafetz, Michael Spirtas, and Benjamin Frankel, eds., *The Origins of National Interest*, London: Frank Cass, 1999.)

“Population Growth, Environmental Degradation, and State-Sponsored Violence: The Case of Kenya, 1991-93,” *International Security*, Vol. 23, No. 2 (Fall 1998), pp. 80-119.

### **MEDIA APPEARANCES**

**TV:** Al-Jazeera English, CBS Evening News, Dan Rather Reports, Fox News (Minneapolis), KARE 11 (Minneapolis), The News Hour with Jim Lehrer, PBS *Frontline*, and WCCO (Minneapolis).

**Radio:** Access Minnesota, Air America, BBC World Service, Minnesota Public Radio (Mid-Morning, Midday), National Public Radio, Wisconsin Public Radio, WCCO radio (Minneapolis).

**Interviews:** AP, McClatchy, the *Los Angeles Times*, *Mother Jones*, *The New York Times*, *New Yorker*, Reuters, UPI, *USA Today*, the *Wall Street Journal*, and the *Washington Post*.

### **AWARDS AND FELLOWSHIPS**

Council on Foreign Relations, International Affairs Fellowship, Department of Defense, January 2005-January 2006.

Research Fellowship, Center for International Earth Science Information Network (CIESIN), Columbia University, 1999-2000.

President’s Fellow, Department of Political Science, Columbia University, 1993-2000.

Hamburg Pre-Doctoral Fellowship, Center for International Security and Arms Control, Stanford University, 1998-1999 (declined).

National Security Fellow, John M. Olin Institute for Strategic Studies, Center for International Affairs, Harvard University, 1997-1998.

International Studies Association Environmental Studies Section Young Scholar Award,  
recognizing the best paper presented by a graduate student at the 39<sup>th</sup> Annual International  
Studies Association Annual Convention, March 17-21, 1998, Minneapolis, MN.

National Debate Tournament, Finalist, 1991.

JOSEPH E. KELLEY, MD

CURRICULUM VITAE

I. Identification

- a. Date: 2 December 2007
- b. Name: Joseph Edward Kelley
- c. Military Rank: Major General, United States Air Force (USAF),  
Medical Corps (MC)
- d. Birth Date: 21 October 1952

II. Background

- a. Undergraduate Collegiate Education
  - A. School: United States Air Force Academy
  - B. Major: Life Sciences, Behavioral Science
  - C. Degree: Bachelor of Science (BS)
  - D. Date: June 1974
- b. Undergraduate Medical Education
  - A. School: Rush Medical College, Rush University, Illinois
  - B. Degree: Medical Doctor (MD)
  - C. Date: June 1977
- c. Graduate Medical Education
  - A. Internship
    - 1. Hospital: David Grant Medical Center, Travis AFB, CA
    - 2. Specialty: General Surgery
    - 3. Dates: July 1977-June 1978
  - B. Residency
    - 1. Hospital: David Grant Medical Center, Travis AFB, CA
    - 2. Specialty: General Surgery
    - 3. Dates: July 1978-June 1982
- d. Additional Training
  - A. Aerospace Medicine Primary Course, 1984
  - B. Interagency Institute for Federal Health Care Executives, 1992
  - C. Combined Humanitarian Assistance Response Training, 2001
  - D. Crisis Response Management Training, 2001
  - E. Program for Logistics and Technologies, 2005
- e. Professional Military Education
  - A. Air Command and Staff College, Non-resident, 1985
  - B. Air War College, Non-resident, 1987
  - C. National Security Decision Making Seminar, Syracuse University, 2005
- f. Specialties
  - A. General Surgery
  - B. Aerospace Medicine (Primary Course)
- g. Licensure and Certification
  - A. Professional Medical Licensure
    - 1. State: California
    - 2. License Number G038546

3. Original issue: 5 December 1978
  4. Expiration date: 31 October 2008
  5. No restrictions or limitations
- B. Specialty Board Certification
1. Specialty: General Surgery
  2. Original Certificate Number: 28853
  3. Original Certification date: 3 October 1983
  4. Recertified: 17 Oct 2003
  5. Valid through 1 July 2014
- h. Professional Organization Membership List
- A. American College of Surgeons (ACS), Fellow (FACS)
  - B. American Medical Association (AMA)
  - C. American College of Physician Executives (ACPE)
  - D. Association of Military Surgeons of the United States (AMSUS)
  - E. The Society of Medical Consultants to the Armed Forces (SMCAF)
  - F. Society of Air Force Clinical Surgeons (SAFCS)
- i. Flight ratings
- A. Chief Flight Surgeon
  - B. More than 750 hours in multiple aircraft
- j. Military Assignments
- A. Medical Student, Rush Medical College, Chicago, IL (Air Force Institute of Technology), 1974-1977
  - B. Intern/Resident, General Surgery, Travis AFB, CA, 1977-1982
  - C. General Surgeon, then Chief, General Surgery, USAF Hospital Nellis, Nellis AFB, NV, 1982-1984
  - D. Chief, Hospital Services; Chief, Surgical Services; Chief, Aerospace Medicine, USAF Hospital Misawa, Misawa AB Japan, 1984-1986
  - E. Hospital Commander, 90<sup>th</sup> Strategic Hospital, F.E. Warren AFB, WY, 1986-1989
  - F. Hospital Commander, 857<sup>th</sup> Strategic Hospital/5<sup>th</sup> Medical Group, Minot AFB ND, Aug 1989-July 1992
  - G. Commander, 55<sup>th</sup> Medical Group, Offutt AFB, NE, Jul 1992-Aug 1993
  - H. Associate Director, Medical Programs and Resources, Office of the Air Force Surgeon General, 1993-1995
  - I. Command Surgeon, Pacific Air Forces, 1995-1996
  - J. Commander, Wright-Patterson Medical Center/74<sup>th</sup> Medical Group and Lead Agent, Department of Defense Health Service Region 5, 1996-2002
  - K. Assistant Surgeon General for Expeditionary Operations, Science and Technology, Office of the Air Force Surgeon General, 2002-2003
  - L. Assistant Surgeon General for Medical Operations, Office of the Air Force Surgeon General, 2003-2005
  - M. Joint Staff Surgeon, 2004-2007
- k. Civilian employment
- A. Expert advisor to Congressional Directed Task Force on the Future of Military Medicine, 2007
- III. Honors
- a. US Air Force Academy Distinguished Graduate and Surgeon General Award, Jun 1974

- b. Distinguished Graduate, Aerospace Medicine Primary Course, 1984
  - c. Chairman, Infection Control Committee, USAF Hospital, Nellis AFB, NV, 1984
  - d. Walter Award for Excellence in Leadership, USAF Hospital Nellis, Nellis AFB, NV, 1984
  - e. Consultant in General Surgery to Pacific Air Force Command Surgeon 1984
  - f. Strategic Air Command (SAC) Medical Leadership Award, 1988
  - g. Cheney Trophy for best Active Duty Unit in Wyoming, 1989
  - h. Air Force Association Award for best Unit (Major) on Minot AFB, 1989
  - i. Strategic Air Command Medical Leadership Award, 1991
  - j. Faculty Status for the Air Force by American College of Surgeons for Advanced Trauma Life Support (ATLS) Course, 6 Feb 1992
  - k. Directors Award for 80<sup>th</sup> Interagency Institute for Healthcare Executives, April 1992
  - l. Inaugural, US Air Force Marathon, Race Director, 1997
  - m. Department of Defense, Military Treatment Facility Customer Satisfaction Award, CONUS Medical Center (FY 99), 2000
  - n. Department of Defense, Military Treatment Facility Patient Access Award, CONUS Medical Center (FY 99), 2000
  - o. Commander-In-Chief's Special Recognition Award for Installation Excellence, 2000
- IV. Publications
- a. "Duodenal Hematoma: Case Report," Military Medicine, Vol. 147:106-108, Feb 1982
- V. Presentations
- a. "Duodenal Hematoma: Case Report," Society of Air Force Clinical Surgeons, 1980
  - b. "Ganglioneuroblastoma in an Adult," Society of Air Force Clinical Surgeons, 1982
  - c. "Male Breast Cancer," Society of Air Force Clinical Surgeons, 1982
  - d. "Small Bowel Malignancies: A Review of the Experience at David Grant Medical Center, Travis AFB, CA," Society of Air Force Clinical Surgeons, 1982
  - e. "Parathyroid Carcinoma: A Case Report," Fernandez, K., MD/Kelley, J.E./et al, Society of Air Force Clinical Surgeons, 1982
  - f. "Long Term Follow-up on Carotid Endarterectomy," McCue, M., MD/Beasley, M.J., MD/Kelley, J.E. MD, Society of Air Force Clinical Surgeons, 1982
  - g. "Balancing Clinical Practice and Management Responsibility," Pacific Air Force Chief, Hospital Services and Chief Nurse Conference, 1985
  - h. "Commanders Perspective on Leading and Managing a Small Hospital," Strategic Air Command Hospital Commanders and Administrators Conference, 1985
  - i. "New Capabilities in Chemical and Biological Defense," Defense Advanced Research Projects Agency (DARPA) and Center for Counter Proliferation (CCP) Chem./Bio Defense Conference, Washington, DC, 2002
  - j. "Disaster Response: Planning and Capabilities," American Academy of Medical Administrators Annual Symposium, Orlando, FL, 2004
  - k. "Joint/Unified Medical Command," Presentation and international panel chair, DoD Economics Conference, Washington, DC, 2005
  - l. "Nursing Leadership and Joint Military Medical Operations," Col Charles J. Ready Nursing Leadership Conference, Washington, DC, 2006
  - m. "Joint Medical Operations and Information Technology impacts," Government Health Information Technology (GHIT) Conference, National Health Information Network, Washington, DC, 2006
- VI. Formal Courses Taught

- a. Emergency Medical Technician Course: USAF Hospital Nellis, USAF Hospital Misawa AB Japan, 90<sup>th</sup> Strategic Hospital, 857<sup>th</sup> Strategic Hospital, 55<sup>th</sup> Medical Group, Wright-Patterson Medical Center, 1982-2002
  - b. Advanced Cardiac Life Support (ACLS): USAF Hospital Nellis, USAF Hospital Misawa, 90<sup>th</sup> Strategic Hospital, 857<sup>th</sup> Strategic Hospital, 1982-1992
  - c. Advanced Trauma Life Support (ATLS): Academy of Health Sciences, Fort Sam Houston, San Antonio, TX (Combat Casualty Care Course—C-4); Clark Regional Medical Center, Clark AB, PI; Wright State University, Dayton, OH; Uniformed Services University of Health Sciences (USUHS); 1981-present
  - d. Air Force Clinic and Hospital Administrators Course, "Medical Staff Issues and Quality Assurance," Keesler Medical Center, Keesler AFB, MI, 1988-1992
  - e. Air Force Group Commanders Course, "Medical Issues and Line and Medical Interface," Air University, Maxwell AFB, AL, 2002-2004
  - f. Air Force Medical Group Commanders Course, "Leadership transition and being a medical commander," Air University, Maxwell AFB, AL, 2002-2004
  - g. Air Force Medical Readiness Symposium, "The future of expeditionary operations," San Antonio, TX, 2003-2004
  - h. Military Health System Capstone Course, "Air Force Medical Operations" and "Joint Military Medical Operations," Washington, DC, 2002-2004
  - i. Combined Humanitarian Assistance Response Training (CHART), "Military-Civilian Cooperation and Capabilities, an Air Force Perspective," Washington, DC, 2002
- VII. Key participation outside direct duty
- a. Executive Committee, School of Medicine, Wright State University, Dayton, OH 1996-2002
  - b. Search Committee for Dean, School of Medicine, Wright State University, Dayton OH, 1998-1999
  - c. Board of Regents, National Library of Medicine, Air Force Representative, 2002-2004
  - d. Armed Forces Epidemiological Board, Military liaison, 2004-2007
  - e. Senior Military Medical Advisory Committee, 2004-2007
  - f. Medical Readiness Review Oversight Group, reviewing Service medical readiness staffing and capabilities, 2004-2007
  - g. Bio-medical Evaluation Conference, reviewing all DoD bio-medical research, 2006
  - h. Department of Defense Joint/Unified Medical Command Working Group, Co-Chair, 2004-2007
  - i. National Defense University, Subject Matter Expert, For Congressional training exercises in medical chemical, biological and disaster response, 2005-2007
  - j. Member of Congressionally directed Task Force on the Future of Military Medicine, 2007
- VIII. Military Awards
- a. Air Force Organizational Excellence Award
  - b. Air Force Outstanding Unit Award (5)
  - c. Air Force Achievement Medal (2)
  - d. Air Force Commendation Medal
  - e. Joint Commendation Medal
  - f. Meritorious Service Medal (4)
  - g. Legion of Merit
  - h. Defense Superior Service Medal (2)

- i. Distinguished Service Award (Air Force)
- IX. Faculty Positions
  - a. Associate Clinical Professor of Surgery, University of North Dakota Medical School, 1990
  - b. Associate Dean for Military Affairs, Associate Clinical Professor of Surgery, Associate Clinical Professor of Community Health, Wright State University School of Medicine, 1997

**SUMMARY OF EXPERIENCE**

	<p>Over fifteen years of experience encompassing political, policy, senior management and legal arenas. Extensive experience in campaign and community organization and mobilization, voter outreach, coalition building, and fundraising. Expertise in federal and state level policy formulation, analysis, and implementation. Success at managing a large staff, as well as implementing major programs and initiatives. Success at advising clients on a wide range of legal matters, including regulatory analysis, commercial workouts, reorganization, and litigation.</p>
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**CAREER HIGHLIGHTS**

<p><b>Campaign and Community Mobilization</b></p>	<ul style="list-style-type: none"> <li>• Coordinated national Asian American and Pacific Islander American (AAPI) outreach program for the Democratic Party. Coordinated AAPI GOTV efforts at national and state levels through three presidential election cycles.</li> <li>• Organized an \$800,000 fundraiser for presidential nominee Senator John F. Kerry, and the first-ever town hall for DC AAPI community featuring Democratic presidential candidates.</li> </ul>
<p><b>Policy</b></p>	<ul style="list-style-type: none"> <li>• Implemented the Master Business License program, a comprehensive business licensing program designed to streamline the District of Columbia's licensing process. Issued over 50,000 licenses, generating \$3 million.</li> <li>• Appointed to oversee the Small Business Administration's implementation of President Clinton's New Markets Initiative, a sweeping program designed to bring private capital into America's urban and rural communities.</li> </ul>
<p><b>Management</b></p>	<ul style="list-style-type: none"> <li>• Successfully managed implementation of new content management system for the National HighwayTraffic Safety Administration.</li> <li>• Administered and managed five different divisions within a District of Columbia government agency with an overall budget of \$6 million, including a staff of six managers and over 60 employees.</li> </ul>
<p><b>Legal</b></p>	<ul style="list-style-type: none"> <li>• Successfully represented business clients through reorganization and liquidation.</li> <li>• Drafted regulations for start up grants program, Program for Investment in Microentrepreneurs.</li> </ul>

**WORK EXPERIENCE**

<p><b>Presidential Inaugural Committee</b> Constituency Projects Director December 2008 – present</p>	<p>Assist in coordination and management of constituency-related projects and efforts on behalf of the Presidential Inaugural Committee.</p>
<p><b>Obama for America</b> National AAPI Vote Deputy Director, July – November 2008</p>	<p>Manage and coordinate national AAPI vote program. Implement AAPI field persuasion and GOTV program focusing on nine battleground states. Manage and coordinate recruitment and deployment of AAPI field staff and volunteers. Manage and coordinate media strategy, surrogates and distribution of AAPI literature and other resources.</p>
<p><b>Democratic National Committee</b> Deputy Director, American Majority Partnership, 2005 – 2008</p>	<p>Senior Advisor to Chairman Howard Dean on AAPI issues and outreach. Coordinated national AAPI outreach program for the Democratic Party. Implemented AAPI Pilot Program for 2006 elections. Created and distributed AAPI toolkits for state parties. Successfully coordinated and planned national constituency summits attended by 500+ participants.</p>
<p><b>Knowledge Advantage, Inc.</b> Director of Policy and Programs 2004 – 2005</p>	<p>Managed projects and programs for woman-owned, 8(a)-certified company specializing in delivery of Information Technology and knowledge management solutions, strategic planning, and strategic business initiatives.</p>
<p><b>D.C. Department of Consumer and Regulatory Affairs</b> Administrator, Business and Professional Licensing</p>	<p>Oversaw licensing and regulation of over 70,000 businesses and 72,000 professionals, as well as registration of over 50,000 corporations in the District of Columbia. Administered and managed five different divisions with an overall budget of \$6 million, including a staff of six managers and over 60 employees.</p>

Administration, 2001 – 2003 <b>U.S. Small Business Administration</b> Counselor to the Administrator (GS-15, Step 4); Assistant General Counsel and New Markets Director (GS-15, Step 3); Speechwriter 1998 – 2001 (GS-15, Step 1)	Advised the Administrator and Deputy Administrator on major initiatives and policies of the Agency. Oversaw initialization of New Markets programs designed to bring capital and technical assistance to low-income communities across the country. Formulation, planning and execution of legal functions affecting the Agency. Management and implementation of major initiatives and policies on behalf of the Administrator and the White House, including the New Markets Initiative. Drafted speeches, talking points and briefing memoranda for the Administrator.
<b>Asian Pacific American Institute for Congressional Studies</b> Special Projects Director Jan – Dec 1997	Management and coordination of special events and programs, including briefings and press conferences on campaign finance controversy and annual legislative conference.
<b>Tucker, Flyer &amp; Lewis</b> Associate in 50-attorney firm 1993 – 1996	Representation of business clients in loan workouts, commercial lease negotiations, reorganization, and liquidation. Managed cases and formulated case strategies. Negotiated settlements favorable to clients.
<b>Robbins &amp; Shumway</b> , Phoenix, AZ Associate in litigation boutique 1991 – 1992	Representation of plaintiffs in all aspects of tort litigation from inception of case to end.
<b>Snell &amp; Wilmer</b> , Phoenix, AZ Associate in 150-attorney firm 1990 – 1991	Representation of secured and unsecured creditors in commercial bankruptcy matters.
<b>Congressman Daniel K. Akaka</b> , Legislative Assistant 1985 – 1987	Monitored legislation, drafted statements and analyzed legislative proposals. Issue areas included health, judiciary and constitutional issues, civil rights, and foreign affairs.

#### POLITICAL AND COMMUNITY EXPERIENCE

<b>Democratic National Committee</b> Volunteer Committee Chair, AAPI Voter Outreach Program Fall 2004	Oversaw and coordinated recruitment and deployment of AAPI surrogates and volunteers to key battleground states. Coordinate persuasion and GOTV phone banking efforts into key battleground states.
<b>Asian American &amp; Pacific Islander Presidential Committee</b> Founding Member 2003 – 2004	Successfully planned and executed national AAPI fundraiser for Democratic presidential nominee Senator John F. Kerry, raising over \$800,000. Successfully planned and executed first-ever town hall for the DC AAPI community featuring Democratic presidential candidates.
<b>Democratic National Committee</b> APIA Outreach in Nevada Fall 2000	Coordinated AAPI GOTV efforts for Nevada Coordinated Campaign.
<b>D.C. Commission on Asian and Pacific Islander Affairs</b> Chair 1998 – 2000	Headed Commission that acted as liaison between the Mayor and the AAPI community in the District. Succeeded in obtaining permanent funding for the DC Office of Asian and Pacific Islander Affairs. Organized Mayor's town hall meeting and first-ever AAPI roundtable with DC City Council members.
<b>Board of Directors, Asian Pacific American Bar Association of Washington, D.C.</b> President (1998-1999) Board Member 1995 – 2000	Directed programs for 300-member voluntary bar association, including professional development seminars, a <i>pro bono</i> legal resources referral center, endorsements of judicial candidates, and community outreach on issues impacting the large Asian American merchant population.
<b>Democratic National Committee</b> Special Advisor, AAPI Outreach July – December 1996	Execution of nationwide outreach campaign to mobilize the AAPI voting base. Strategized with coordinated campaigns to implement an AAPI grassroots campaign in key states.

#### EDUCATION

	<b>University of Arizona College of Law</b> Juris Doctorate, May 1990
	<b>University College London, Law Consortium</b> Fall 1989
	<b>Pomona College</b> May 1985, B.A. in Government



## **BRIGADIER GENERAL MARK T. KIMMITT**

### **Deputy Director, Strategy, Plans and Policy United States Central Command**

Brigadier General Mark T. Kimmitt serves as the Deputy Director of Strategy, Plans and Policy (J-5) at United States Central Command. His duties include the development of strategy, plans and policy for the Central Command area of responsibility, which includes nations in Central Asia, the Arabian Peninsula, the Levant, the Horn of Africa as well as active operations in Iraq and Afghanistan. His previous assignment was as Deputy Director for Operations and Chief Military Spokesman for Multi-National Forces-Iraq

During his 30 year career in the military, Brigadier Kimmitt has led and commanded at every level of the U.S. Army Field Artillery. His units have participated in Operation IRAQI FREEDOM, ENDURING FREEDOM (Afghanistan), JOINT FORGE (Bosnia-Herzegovina), and Task Force Falcon (Kosovo). His final command tour was as Commanding General, XVIII Airborne Corps Artillery, from July 2002 through July 2004.

General Kimmitt has served in numerous key policy, joint and international assignments. He served on the US Joint Staff as Special Assistant to the Director, Strategic Plans and Policy (J5) (1996-1997), Chief of Strategy and Plans (J5) at the Joint Operations Center of the Supreme Headquarters, Allied Powers Europe (1999), and Senior Military Assistant to the Supreme Allied Commander (2000-2002).

General Kimmitt is a 1976 graduate of, and later served as an assistant professor at, the United States Military Academy. He holds Masters Degrees with distinction from the Harvard Business School, the School of Advanced Military Studies and the National Defense University, and was certified as a Chartered Financial Analyst. General Kimmitt is a frequent lecturer worldwide on US military policy, strategy and combating terrorism at numerous institutions and organizations to include Oxford, Harvard and Princeton and Stanford Universities. In addition, General Kimmitt has presented at the International Institute for Strategic Studies, the Heritage Foundation, the Brookings Institute, the Council on Foreign Relations, the NATO Defense College, the Royal United Services Institute, American Enterprise Institute and the CATO Institute.

Among General Kimmitt's numerous military decorations include the Defense Superior Service Medal, the Legion of Merit, the Bronze Star, the Iraqi Campaign medal, and NATO awards for operations in Bosnia, Kosovo and Macedonia. He is also a recipient of the Netherlands Minister of Defense Medal for Merit (in Gold), the German Service Award (in Gold), and German Parachute wings. He has earned the Ranger, Master Parachutist and Pathfinder qualification badges.

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# Noel Koch

## President and Chief Executive Officer

### TRANSECUR, INC.

TranSecur, Inc. is a global security corporation providing information and support services to foreign and domestic government agencies, corporations, families, and individuals at risk from crime, terrorism and related high-level threats in the multinational environment. Services include threat assessment; vulnerability analysis; security systems design, implementation, and management; crisis management systems design and assistance; and, security awareness training for high-risk personnel. TranSecur, Inc. has offices in the U.S., the Middle East, and Southeast Asia.

### Qualifications

Mr. Koch is an expert on terrorism and security-related issues, with over forty years experience in developing intelligence and advanced analytical procedures for identifying and assessing potential threats to individuals, and institutional or corporate assets; and, providing security and protective services, including personal security details, facilities security, security force management, personal security awareness training for executives and other high-risk personnel.

Mr. Koch lectures and writes on matters related to terrorism and low-intensity conflict. He is a former Adjunct Professor specializing in Low-Intensity Conflict in the National Security Studies Program of Georgetown University's Graduate School. He served as an instructor for the US State Department's Anti-Terrorism Assistance Program, training foreign ministerial-level officials in anti-terrorism policy development, and senior-level crisis management.

Mr. Koch served as an expert witness in the bombing of Pan Am 103 over Lockerbie, Scotland, and the attempted hi-jacking of Pan Am 073 in Karachi, Pakistan.

Mr. Koch served recently as a member of the Defense Science Board Panel on Post-Conflict Stabilization and Reconstruction.

## Professional Brief

Mr. Koch served in the Department of Defense for more than five years as Director for Special Planning, with responsibility for oversight and management of the Pentagon's role in dealing with international terrorism. These responsibilities included oversight of provisions for the security of U.S. military facilities and personnel. Mr. Koch directed and monitored the operation and evaluation of the military services' first anti-terrorism programs, including training programs for the protection of personnel in high-threat environments, as well as providing oversight and support for active anti-terrorist measures. He conceived and directed the first political-level crisis management exercises ever conducted using those Cabinet officers whose agencies (e.g. the White House, Departments of State, Justice, Transportation, CIA, etc. shared responsibilities for dealing with terrorist incidents.

Mr. Koch led the first survey element into Beirut in the aftermath of the bombing of the U.S. Embassy in April 1983. He was the Department of Defense representative to the Interagency Group on Terrorism, the White House's Terrorist Incident Working Group, and the National Security Council's Operations Subgroup. He was the Reagan Administration's principal liaison with foreign counter-terrorism agencies and authorities, and has extensive experience in managing relations with foreign government agencies from ministerial to working level individuals having host-nation responsibilities for protection of U.S. national interests, including U.S. military facilities and personnel.

### U.S. Department of Defense

Principal Deputy Assistant Secretary of Defense for International Security Affairs (ISA). Responsibilities included management of ISA regional operations: Near-East/South Asia, Africa, East Asia-Pacific and Inter-America, as well as the Defense Security Assistance Agency; representing DoD in the Law of the Sea negotiations; conducting negotiations pursuant to DoD interests in the Micronesian Status Negotiations, including the preservation of U.S. interests in the Kwajalein Missile Range.

Deputy Assistant Secretary of Defense for Africa. Responsibilities included management of DoD interests in Africa, U.S. defense and security assistance policy toward Africa, interface with other U.S. Departments and agencies - principally the White House, the Department of State and the Central Intelligence Agency - in the implementation of U.S. defense and foreign policy toward African nations.

Director, Special Planning. Oversight responsibility for the U.S. Department of Defense role in addressing terrorism, including development of U.S. policy toward terrorism; assuring adequacy of U.S. counter-terrorism preparations - including forces; training and indoctrination of U.S. forces abroad; liaison with all foreign counter-terrorism forces and foreign national authorities having host nation responsibility for the protection of U.S. military personnel and their dependents; representation of DoD on the Interagency Group on Terrorism, as well as in other federal entities involved in dealing with terrorism. He was responsible for the restoration of U.S. Special Operations Forces.

### The White House

Special Assistant to the President of the United States. Responsible for preparation of Presidential speeches, legislative messages; energy policy development; representing special White House interests before members of Congress; and, selected foreign travel with the President.

### Testimony, Speaking Engagements and Media Appearances

Frequently called to testify before U.S. Senate and House of Representatives on defense, special operations and terrorism issues.

Invited speaker before a wide assortment of public and private groups, including Harvard Law School, Fletcher School of Law and Diplomacy, Columbia University School of International and Public Affairs, Georgetown University, Boston University, Florida State University; Ministry of Defense of the Republic of Korea; the Brookings Institute, Hans Seidel Stiftung (Berlin), the RAND Corporation, Los Alamos National Laboratories, Institute for the Study of Terrorism (London); West Point Senior Seminar, United States Military Academy; Naval War College, Newport, Rhode Island; the John F. Kennedy Center, Ft. Bragg, North Carolina; USAF Special Operations School, Hurlburt Field, Florida; Marine Corps League, Democratic Leadership Council, American Society for Industrial Security, International Security Management Association, Young Presidents Association, the Comstock Club, Congressional Quarterly Seminar, American Chamber of Commerce (Panama), ministerial level groups in Equatorial Guinea, Liberia, Cameroon, Ivory Coast, Niger, Nigeria, Zaire, Kenya, Sudan, Somalia, Egypt, Jordan, Turkey, etc.

Frequent appearances on television, including Primetime Live, Nightline, Nightwatch, Viewpoint, ABC World News, CBS Evening News, NBC Nightly News, 20-20, CBS Morning News, Good Morning America, "This Week with David Brinkley," Cable News Network, and the British Broadcasting System.

### Honors

U.S. Department of Defense Medal for Distinguished Public Service

Decorated by the Republic of Korea for Counter-Terrorism Assistance

Achievement Award of the Association of the United States Army

Washington Regional Selection Panel for White House Fellows

Special Counsel, President's Advisory Committee on Refugees

### Education

B.A., English, Widener University

M.A., Political Science, Bryn Mawr College

Graduate, US 7th Army NCO Academy, Bad Tolz, Germany

### Military Service

Six years in the United States Army

Vietnam Veteran

**John L. Kokulis**

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**EXPERIENCE:**

Sep2000- Current:

**PRESIDENT/FOUNDER**

**CONSTANTINE VENTURES, INC.**, Shrewsbury MA.

A CFO consulting firm assisting high-tech companies in financial structuring and management activities.

Feb 2000 – Sep 2000:

**CHIEF FINANCIAL OFFICER**

**INTELLISENSE CORPORATION**, Wilmington MA.

A privately held MEMS development company focused on MEMS components for the Optical Networking and Life Sciences markets.

(Reporting to President/Chief Executive Officer)

Responsible for all finance, accounting, corporate planning, information systems, human resources, legal, and shareholder value activities within the company. Co-led the sale of the

corporation to Corning, Incorporated for \$750 Million (previous valuation round was at \$50 Million). The acquisition was announced on May 22<sup>nd</sup> and closed on June 12<sup>th</sup>.

- Co-led integration of company into Corning
- Implemented an cash/equity based compensation plan
- Created product costing/inventory methodology
- Assisted VP of Operations in procuring equipment and personnel for new cleanroom and wafer fabrication facility.

Feb 1999 – Dec 1999:

**EXECUTIVE VICE-PRESIDENT and CHIEF FINANCIAL OFFICER**

**UNITRODE CORPORATION**, Merrimack NH.

A \$210 million analog semiconductor company, publicly traded on the New York Stock Exchange. Current market capitalization of \$1.4 Billion.

(Reporting to Chairman Of The Board/Chief Executive Officer)

Responsible for all finance, accounting, corporate planning, information systems, and shareholder value activities within the company. Co-led the sale of the corporation to Texas Instruments for \$1.4 Billion, a 43% premium of the company's market cap the day before the deal was announced. The acquisition was announced on July 26<sup>th</sup> and closed on October 15<sup>th</sup>.

- Before acquisition discussions began, I along with the VP of Corporate Communications teamed our efforts and re-introduced the company to investors and analysts. In addition, we added two additional analysts to our institutional coverage. In February (when I joined), the company had a market capitalization of \$480Mil; by July, before the deal with Texas Instruments was announced, we were able raise the market capitalization to \$990 Million.
- Led the acquisition of two small companies to strengthen Unitrode's IP in two key technical areas.
- Implemented an equity based compensation system.
- Implemented product line P&Ls for the company.
- Initiated a series of activities to lower the corporation's effective tax rate by 5%

1983 – Feb 1999:

**ALLEGRO MICROSYSTEMS, INC., Worcester MA**

A \$175 million analog semiconductor manufacturer specializing in sensor and mixed signal power analog. (Formerly Sprague Technologies, Inc. In 1990, became a 100% wholly owned subsidiary of Sanken Electric Co., Ltd., a \$1.4 billion Japanese manufacturer of electronic components).

1994 – Feb 1999:

**VICE-PRESIDENT and CHIEF FINANCIAL OFFICER**

(Reporting to President)

Responsible for all finance, accounting, corporate planning, information systems, and shareholder relations activities within the company. During my tenure, sales grew over 100% and the company regained profitability.

- Restructured \$55 million in worldwide company debt and successfully negotiated \$30 million equity infusion.
- Responsible for funding \$80 million worldwide capacity expansion.
- Led the acquisition of U.S. and U.K. sales offices from Sanken and their subsequent integration into Allegro.
- Led the successful sale of the company's military product line.
- Assisted the President in two successful joint venture deals and two technology acquisition negotiations.
- Drafted and co-ordinated the worldwide transfer pricing agreements for both Allegro and Sanken.
- Restructured and streamlined the company's \$41 million pension/401K plan.
- Developed, proposed and implemented company-wide long-term compensation plan.
- Upgraded company's standard cost system and developed an on-line interface for senior management and business unit managers.
- Currently leading the effort to install worldwide ORACLE financial system.
- Reduced the monthly fiscal close cycle from 14 days to 4 days.

1993 – 1994:

**DIRECTOR OF CORPORATE PLANNING and TREASURER**

(Reporting to President)

Responsible for leading the company's five year planning process and assisting the vice-presidents with its implementation. Nine out of ten core goals have been achieved.

- Designed product line P&L system for the company's four business units. Led Business Unit managers in product portfolio analysis.
- Initiated inventory management programs and served as financial advocate on Allegro's New Products committee.
- Co-ordinated all activities and presentations for the semi-annual board meeting.
- Upgraded standard costing methodology to give company the ability to conduct product portfolio analysis, yield improvement activities, and capital ROI.

1990 – 1993:

**TREASURER and Officer**

(Reporting to Chief Financial Officer)

Responsible for creating corporate treasury department. Direct responsibilities included: Banking relations, cash management, capital structure, foreign currency hedging, risk management, administration of pension plans, equipment lease negotiations, and business development activities.

- Responsible for successfully negotiating \$12 million credit facility. Set up all lockbox, payroll, concentration and disbursement accounts.
- Created a world-wide foreign currency hedging system.
- Created and chaired Allegro's Investment Committee. Set up new defined contribution plan and restructured defined benefit plan.

1989 – 1990:

**GENERAL MANAGER, Discrete Semiconductor Division**

(Reporting to Chief Operating Officer)

Full profit & loss responsibilities for \$20 million division with locations in Concord, NH; Worcester, MA; and Manila, Philippines. Total headcount: 414 personnel.

- Responsible for worldwide business planning, product development, and group-wide cost savings initiatives. Division became profitable in March 1990 after 2 years of consecutive losses.
- Responsible for the relocation of all manufacturing to Worcester and Manila as part of the Sanken purchase. Duties included co-ordinating equipment moves, customer qualifications, severance programs, and strategic inventory builds.

1987 – 1989:

**MANAGER OF CORPORATE PLANNING, Corporate Office**

(Reporting to Chief Financial Officer)

- Assisted CFO and President with IPO of Sprague Technologies, Inc. stock on the New York Stock Exchange. Also created and participated in road show presentations with investment community.
- Assisted CFO in SEC filings, annual reports and all investment relations activities.
- Participated in credit facility negotiations and \$2.5 million debenture.

1984 – 1987:

**SENIOR FINANCIAL ANALYST, Corporate Office**

(Reporting to Manager Of Finance)

- Co-ordinated due diligence for the sale of \$10 million capacitor line
- Co-ordinated due-diligence for a joint venture between the company's aluminum capacitor line and a \$4 billion German materials company.
- Prepared annual plans, monthly performance reports, and capital projects.

1983 – 1984:

**PRODUCT ENGINEER, Discrete Semiconductor Division**

(Reporting to Director Of Engineering)

- Responsible for starting the Division's surface mount transistor line, transitioning it from a \$200K pilot line to a \$ 3 million production line.

**EDUCATION:**

1981-1983:

**MASTERS IN BUSINESS ADMINISTRATION**

Boston University, Boston MA

1977-1981:

**BACHELOR OF SCIENCE – MECHANICAL ENGINEERING**

Tufts University, Medford MA

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**SVEN F. KRAEMER**  
**Senior Defense Policy Advisor**

9/01

Current Employment

**Global Challenge 2000.** President of an enterprise founded by Mr. Kraemer in Washington D.C. in 1992 to provide independent policy assessments for the U.S. Government and the private sector on defense, foreign policy, and arms control.

**Institute of World Politics.** Adjunct Professor at a graduate institution in Washington D.C. affiliated with Boston University, Teaching a graduate seminar on "U.S. National Security Strategy, Emerging Threats, and Arms Control." Currently also preparing a study on official Reagan Administration documents on the Cold War.

**Global Security News, Inc.** Director of Strategic Affairs at a daily Internet news service on defense and foreign policy.

**U.S. Navy:** Consultant on missile defense and arms control issues.

Prior U.S. Government Service

**Office Secretary of Defense, (Kennedy and Johnson Administrations, 1963-67).** Staff member in Office of Assistant Secretary of Defense for International Security Affairs and other policy offices of the Office of the Secretary of Defense. Member, U.S. Civil Service.

**National Security Council (NSC), The White House, (Johnson, Nixon and Ford Administrations, 1967-76).** NSC staff member with focus on Indochina, Congressional affairs, and special projects. Assignments included nine war-time NSC missions to Vietnam, Laos and Cambodia. Member, civil service 1967-1970; political appointee 1970-76.

**U.S. Senate (1979-81).** Senior Staff Member for Foreign and Defense Policy for **Senator John Tower** (R-TX) and the Senate Republican Policy Committee. Focus on SALT, ABM, defense budget.

**National Security Council, The White House, (Reagan Administration, 1981-87).** As Director of Arms Control on the NSC staff Mr. Kraemer prepared briefings and decision papers for the President; coordinated over 40 NSC meetings on arms control; represented NSC in over 10 Interagency Arms Control Groups; and participated in U.S. arms control discussions with Allies and Soviets. In 1986 he was awarded the Department of Defense's highest civilian award: "The Secretary of Defense Medal for Meritorious Civilian Service."

**U.S. House of Representatives (1987-89).** Senior Staff Member for Defense and Foreign Policy with **Representative Jack F. Kemp** (R-NY) and Associate Staff Member with the House Appropriations Committee.

Sven F. Kraemer (2)

Prior Non-Government Employment

**Center for Security Policy (1989-91).** As Deputy Director, prepared educational publications and briefings on defense and foreign policy.

**American Security Council (1991):** As Director of Policy and Research, prepared educational publications and briefings on defense and foreign policy.

**National Strategy Information Center (1976-78):** As Program Director of organization's Washington D.C. Office, directed educational publications and briefings on defense and foreign policy.

Publications and Congressional Testimony

Mr. Kraemer has participated frequently in interviews in national media and has published over 30 articles in journals including: Strategic Review, The National Interest, The American Defense Annual, Signal, and The Washington Times. He has testified before Congressional committees including the Committee on Foreign Relations of the U.S. Senate and the Committee on Government Operations of the U.S. House of Representatives.

Personal Background

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**Education:** Mr. Kraemer graduated from **Phillips Academy, Andover, MA; Harvard College, Cambridge, MA** (B.A. in Government, cum laude); and the **University of California, Berkeley, CA** (M.A. in Political Science, PhD. Candidate).

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Business Address

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## John J. Kubricky

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### Career Summary

Research, development, integration, test and field operations of airborne, ground and marine-based tactical ISR systems; development of strategic reconnaissance sensors and ground processing. Proven leadership skills with profit and loss responsibility in industry, and in program/acquisition management of advanced technologies and systems in federal government. Johns Hopkins University, Baltimore B.S. Industrial Management; M.S. studies in Management and Engineering. US Army Vietnam Veteran; Senior Executive Service; (b)(6)

### Experience

#### US Department of Homeland Security Science & Technology Directorate

**Director, Office of Systems Engineering & Development – Washington, DC Oct'03 – Present  
and Director (Acting), Homeland Security Advanced Research Projects Agency (HSARPA)**  
Execute technology and systems acquisition programs for DHS components and their customers to enhance mission effectiveness. Provide leadership to program managers and their staffs in the broad range of acquisition policy, process and regulatory matters necessary to accomplish cost, schedule and performance objectives. Develop and institutionalize disciplined systems engineering and program management processes applicable to the Directorate's core mission of research, development, test and evaluation. Represent the Under Secretary and DHS in functions and events with members of other government agencies, Congress and the White House, industry and universities to achieve the Directorate's objectives. Develop, prioritize and align the Directorate's overall strategy to acquire world-class technical solutions for our Nation's security. Accountable for annual RDT&E budget ranging from \$250M to \$450M of 6.2 to 6.4 programs.

Representative accomplishments and initiatives include:

Office of Systems Engineering & Development – BioWatch (deployed and operating in over 30 U.S. cities); Counter-MANPADS (from concept definition to flight tests in two years); SAFECOM (public safety communications interoperability and grant guidance for state and local governments); CBRNE Counter-measures Testbed (operational tests in New York and selected cities; ranges from transportation security pre-deployment pilots to next generation CBRNE equipment op-eval).

HSARPA – Generation-III Biological Detectors; BorderNet (real-time actionable intelligence for border and law enforcement agents); Less-than-lethal Hardware (ranges from projectiles to personal protection devices); Mobile Emergency Command Control System (hazard forensics, interoperable communications and WMD lab); Hostile Intent Determination (behavior analysis for checkpoints).

**Industry Experience: Westinghouse Defense, California Microwave, and Northrop Grumman\***

**Advanced Program Development** – Electronic Systems, Baltimore, MD Feb'97 – Oct'03  
Responsible for defining and capturing advanced technology and system programs for a business sector with 22,000 technical personnel, and as a member of the Chief Operating Officer's Homeland Security IPT. Duties included analysis of operational requirements, definition of technical approach and development of acquisition strategies. Business sector lead for C<sup>4</sup>ISR program development including airborne and ground-based radar, electro-optical sensors, UAV payloads, and real-time multi-sensor computer systems. Accountable for emerging DOD programs valued at \$3B in strategic plan. Departed industry for appointment to serve in the Department of Homeland Security.

**Vice President & General Manager** – Airborne Systems Division, Baltimore, MD 1993 – 1996  
General management of technical organization with 112 brilliant people; P&L responsibility for division performance. Received corporate awards for exceeding all objectives. Designed, integrated, and maintained multi-sensor reconnaissance aircraft and operations centers for US Government. Major responsibilities included developing and executing the strategic plan, ensuring the success of airborne tactical systems programs to customers, and directing the division's senior staff. Also developed new international business unit for telecommunications.

**Manager, Tactical Intelligence Programs** - C<sup>3</sup>I Division, Baltimore, MD 1987 - 1993  
Directed research, development, production, and operations of DOD programs as prime contractor of tactical surveillance systems deployed in United States, Central and South America, and Asia. Major programs included airborne and mobile-based radar systems, UAVs and sea-based intelligence centers. Integrated electro-optical sensors, SIGINT systems, real-time sensor fusion computers, avionics, secure communications on aircraft, ships, and vehicles including SCIF construction and integration. Managed hardware and software teams for the development and integration of airborne sensor information networks and secure global communications centers. Served as Advisor to the National Narcotics Border Interdiction Service and to US Army PEO-IEW for C<sup>4</sup>ISR architectures.

**Mideastern Area Manager** - Westinghouse Defense Group, Baltimore, MD 1984 - 1986  
Directed business development for Army, Navy, and FAA programs in New Jersey and Pennsylvania. Received corporation's highest award for business excellence and capturing new projects in radar and imagery sensors, technology insertion, VHSIC/MMIC devices, and tactical surveillance systems. Primary responsibilities: technical requirements analysis, field marketing, and proposal development.

**Previous technical and managerial positions** - Westinghouse Electric Corporation 1967 - 1984  
Project manager and team leader on strategic surveillance sensor test programs and advanced parallel processing systems. Performed analyses of imagery sensors for space and military applications. Managed technical training and professional development departments in engineering and manufacturing group. Transitioned 1200 people in traditional engineering departments into team organizations at three nuclear energy manufacturing plants. Designed and implemented performance management for technical supervisors in a 17,000 employee engineering business unit.

\* Northrop Grumman acquired Westinghouse Defense and California Microwave

**Brett B. Lambert**

*Managing Director, Civitas Group llc, Managing Partner, The Densmore Group, LLC*

Brett B. Lambert joined the Civitas Group in 2008 as a Managing Director. In this role he provides strategic advisory services for companies operating in the intelligence, homeland defense, and national security sectors. Mr. Lambert is also the founder and Managing Partner of The Densmore Group, LLC, a merger and acquisition advisory firm specializing in the intelligence and national security markets.

From 1989 until 2007, Mr. Lambert held positions of increasing responsibility at DFI International, a national security consultancy he built with founder Dr. Barry Blechman. Under Mr. Lambert's leadership, DFI grew from two to nearly 250 employees. Mr. Lambert assisted in the sale of DFI to Detica PLC in 2007; DFI/Detica was subsequently acquired by BAE Systems in 2008.

At the conclusion of his tenure with DFI, Mr. Lambert held the titles of Executive Vice President of DFI International and Managing Director of DFI Investment Partners. He was also the company's Ethics Officer, served as a member of the Board of Directors and was one of two shareholders. While at DFI, Mr. Lambert (b)(6)

In addition to assisting the President and founder in day to day operational responsibilities, Mr. Lambert specialized in technology assessments, strategic planning, and market analyses for defense, intelligence, and space companies. His engagements assisted client's identification and quantification of new or evolving markets, described the political and business environments in which they operated, and provided execution guidance to ensure the implementation of successful ventures. Mr. Lambert also worked closely with a number of leading venture funds, merchant banks, and private equity firms in support of their national security portfolio companies.

While with DFI, Mr. Lambert also led the company's work with first-tier defense firms, financial institutions, and private equity organizations in merger and acquisition market advisory services. Throughout his time with DFI, Mr. Lambert was engaged in over a hundred acquisitions, international joint ventures, offset arrangements, and foreign equity investments representing a wide variety of both buyers and sellers in the national security space. These engagements ranged in closing value from as little as \$1 million to as much as \$28 billion.

He is frequently asked for expert comment on the defense industry from a wide variety of news organizations, including The Washington Post, The New York Times, The Financial Times, Defense News, Space News, and Bloomberg News Service. He is also a frequent commentator on the Nightly Business Report (PBS), MSNBC, and Bloomberg television.

Before joining DFI, Mr. Lambert worked for the US Department of State (USAID) at the American Embassy in New Delhi (1987 – 1988). Prior to this, he attended graduate school at Jawaharlal Nehru University on a Rotary Graduate Scholarship he received

during his senior year at Kansas State University (1982-1986). He also worked as an independent journalist in India, Pakistan and Burma. Before his time in Asia, Mr. Lambert served in the Political-Military Group at the Center for Strategic and International Studies.

Mr. Lambert currently serves on the Board of Formtek Inc. He also currently serves as a Senior Fellow at the Center for Strategic and International Studies (CSIS) and is lifetime member of the Council on Foreign Relations (CFR).

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**Lawrence J. Lanzillotta**

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**SUMMARY**

- *Diverse, executive level decision making* experience with a strong background in financial management, operations research, and management of human resources.
- Strong background in all aspects of *financial management, including: financial controls, funds allocation, economic forecasting, and problem solving.*
- *Effective writer and speaker* with experience in preparing and presenting information to senior members of the Defense Department, the Joint Chiefs of Staff, and members of Congress.
- Computer expertise in Microsoft Office, Lotus 123, Word Perfect, and similar Macintosh applications.

**PROFESSIONAL EXPERIENCE**

***Financial Management***

Extensive background in financial management, resource analysis, and problem solving with experience in programming, budgeting and managing expenditures. Demonstrated ability to analyze a resource problem and recommend viable courses of action to senior Defense Department personnel and members of the United States Senate for decision. Current and past positions have included responsibility for:

- Analysis of the United States national security budget, making recommendations to the Chairman of the Senate Armed Services Committee and other members of the Senate concerning all aspects of requirements determination, funds allocation, financial management and possible economic impacts of legislation within the Department of Defense.
- Analysis and recommendations to Chairman of the Joint Chiefs concerning multi-billion dollar programs for presentations to national leaders.
- Preparation and supervision of various staffs in the preparation of budgets ranging from \$43 million to reviewing multi-billion dollar programs at the Department of Defense.
- Development of legislation for the annual Defense Authorization Act for the improvement of financial management and other fiscal policies within the Departments of Defense and Energy.
- Development and implementation of various cost saving initiatives to save limited defense resources.

***Operations Research***

Strong background in the development of future requirements for multiple programs. Experience in economic forecasting and trend analysis to determine possible impacts and solutions. Demonstrated ability to develop cost estimates for complex projects (Contingency Operations in the Defense Department). Current and past positions have included responsibility for:

- Determination of financial requirements for Defense Department programs and economic impacts of defense related legislation on the nation's deficit/surplus.
- Identification of funding trends to determine budgetary impacts on the national security budget.
- Analysis and review of personnel and manpower costs, Army programs and related issues (\$61 billion) to determine readiness impacts on the Army's operations and manpower accounts. Lead analyst in determining Army force structure costs and savings for such programs as "Force 2000" and the "Bottom Up Review".
- Determination and coordination of cost estimates for military operations. These estimates were later included in the Department of Defense's request for a Congressional Supplemental.

### ***Management and Human Resources***

Practical hands-on experience in the leadership and development of various sized organizations. Demonstrated ability to motivate individuals. An accomplished team builder. Twenty-six years of management and training experience. Current and past positions have included responsibility for:

- Management of organizations ranging in size from 20 to 2500 people.
- Daily operations of a recruiting force of 76 recruiters, assigning goals, managing daily sales activities, and orchestrating the organization's efforts to meet assigned quotas. Consistently ranked one or two of 56 districts in the nation, receiving the Army Unit Superior Award for exceeding production and quality goals.
- Training, practical management experience, and team building in organizations ranging up to 2500 people.

### **EDUCATION**

Masters of Business Administration, Marymount University, 1994  
 Bachelor of Science in Finance, Bowling Green State University, 1974  
 Command and General Staff College, Fort Levenworth, KA, 1986  
 Military Controller's Course, Fort Benjamin Harris, IN 1986

### **EMPLOYMENT HISTORY**

1995-Present ***Professional Staff Member***, Senate Armed Services Committee, Washington, D.C.  
 1993-1995 ***Resource Manager***, The Joint Chiefs of Staff, Washington, D.C.  
 1989-1993 ***Senior Programmer and Budget Analyst***, Department of the Army, Washington, D.C.  
 1986-1989 ***Operations Officer and Executive Officer***, Battalion and Brigade Level, Ft Polk, GA  
 1985-1986 ***Division Controller***, Fort Polk, LA  
 1982-1985 ***Operations and Marketing Officer***, Portland Recruiting Battalion, Portland, OR  
 1979-1982 ***Company Commander and Logistical Officer***, Erlangen, Germany  
 1974-1979 ***Maintenance Officer, Company Executive Officer and Platoon Leader***

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Richard P. Lawless Jr.

Professional Experience

- 2002-Present Deputy Assistant Secretary of Defense for Asian and Pacific Affairs.
- 1987- Present Founder, co-owner, and Chairman/CEO of U.S. Asia Commercial Development Corporation and U.S. Asia —affiliated companies, specializing in telecommunications and information technology investment and market entry strategies in East Asia. Head office in Washington, D.C. with branch offices in Seoul, Tokyo, Taipei and Beijing.
- 1998-2001 Co-founder and chairman of Internet technology development venture company, Online Environs, Inc. (MIT Technology Park, Boston, MA). Investment sold to investment banking group (JII) in 2<sup>nd</sup> quarter 2001.
- 1972-1987 Central Intelligence Agency, Deputy Directorate of Operations (DDO) Clandestine Service Officer, East Asia/Nuclear Proliferation.

Postings/Experience:

1985-1987 CIA Headquarters special assistant to the Director CIA for special human intelligence collection program (responsibility for program creation and management).

1982-1985 U.S. Embassy Tokyo, Japan, High technology Branch Chief (emphasis on Japanese nuclear research planning and fuel cycle developments, space systems/rocket programs and related aerospace and electronic system programs).

1980-1982 U.S. Embassy Vienna, Austria, Nuclear Energy Programs Officer (emphasis on IAEA safeguards program effectiveness and applicability to selected nuclear proliferation candidate countries).

1978-1979 CIA Headquarters. Swiss/Austria Branch Acting Chief (emphasis on International Atomic Energy Agency safeguards programs) CIA Mid-Career Management Program.

1973-1978 U. S. Embassy Seoul, Korea, Nuclear/Missile Proliferation Programs Officer and Defense Industries Officer (to include associated U.S. Embassy responsibility for all

liaison with and monitoring of Korean Government nuclear research facilities and development programs as well as nuclear power plant programs).

Military Service: U.S. Army (Regular) September 1967-July 1970  
MOS 97840 Military Intelligence, Rank E-5 and OS-S  
Postings: 1967-1968 U.S. Army Intelligence School  
1968-1969 Defense Language Institute (Korean)  
1969-1970 Counter Intelligence Field Officer, Taejozi, Korea

U.S. Navy (Reserve) July 1963-July 1967 (Basic Training and NROTC Midshipman program).

Languages: Korean (speaking, writing, reading)  
Japanese (minimal understanding)  
German (minimal understanding)

Education: B S International Relations School of International Studies, Bradley University, January 1972, Magna CumLaude.

## **EXPERIENCE**

### **Senate Majority Leader Harry Reid**

#### ***Senior National Security Advisor (2007-present)***

- Manage all key national security strategy, policy, legislative and public communication activities for the U.S. Senate Majority Leader in his role setting the Congressional and national agenda.
- Legislative and policy initiatives include: development of strategy options on Iraq, Afghanistan, and Pakistan/counterterrorism; enhancement of intelligence analysis on Iran; Iran sanctions legislation; oversight of Iraq SOFA negotiations; Foreign Intelligence Surveillance Act (FISA) modernization; war appropriations to address Army/Marine Corps readiness; strengthened Congressional support for North Korea six-party talks; securing passage of post-9/11 GI Bill.

#### ***Senior Defense and Intelligence Advisor (2005-2007)***

- Handled all “Gang of 8” highly-sensitive intelligence operations oversight matters.
- Extensive policy coordination and negotiation with other Congressional leaders and committees, the White House, executive branch departments, the intelligence community, non-governmental organizations, and foreign governments on counterterrorism, Iran, North Korea, WMD proliferation, Middle East affairs, and other policy matters.

## **Permanent Select Committee on Intelligence, U.S. House of Representatives**

### ***Professional Staff Member (2002-2005)***

- Conducted oversight to improve intelligence community WMD counterproliferation and counterterrorism activities; contributed to Congressional investigations of pre-9/11 counterterrorism intelligence and Iraq WMD intelligence, and to intelligence reform legislation establishing the Director of National Intelligence.
- Assessed effectiveness of U.S. intelligence operations at site visits across more than 20 countries.

## **Booz | Allen | Hamilton**

### ***Associate (2000-2001)***

- Managed small teams conducting investment due diligence, market and financial analysis, assessments of corporate strategy, and post-merger integration working for senior management clients in Fortune 500 telecom and banking companies.
- Identified initial cost reductions in implementing a strategic realignment of a global bank; assessed the network buildout strategy of a Latin American telecommunications startup.

## **Deutch Commission to Assess the Organization of the Federal Government to Combat Weapons of Mass Destruction**

### ***Senior Policy Analyst (1998-1999)***

- Conducted analysis and formulated recommendations to Congress and the White House for improving U.S. government effectiveness in combating WMD proliferation.

## **Office of the President, American University**

### ***Senior Staff Assistant (1995-1997)***

- Supported university President and senior leadership team in developing and executing an 18-month strategic planning process repositioning the university to capitalize on its international comparative advantages.

## **Carnegie Endowment for International Peace**

### ***Junior Fellow, Nuclear Nonproliferation Project (1994-1995)***

- Research analyst and publications managing editor on issues of nuclear nonproliferation and cooperative threat reduction with Russia; non-governmental observer of April 1995 Nuclear Nonproliferation Treaty extension negotiations at U.N.

## **EDUCATION**

### **Harvard University, John F. Kennedy School of Government, Masters in Public Policy (2000)**

- 1 of approximately 12 nominated for best masters thesis, 1 of 4 selected as best graduate teaching fellow of the year

### **University of the South (Sewanee, Tennessee), Bachelor of Arts in Political Science (1994)**

- Phi Beta Kappa, *Magna Cum Laude*, with Departmental Honors

## **ADDITIONAL ACTIVITIES**

### **Council on Foreign Relations**

*Life Member*

### **Task Force on Weapons of Mass Destruction, Alliance for American Leadership (2004)**

*Member*

- Assisted presidential campaign by writing memoranda on policy toward Iran and North Korea and on the presidential transition regarding intelligence issues.

### **Council for Emerging National Security Affairs, CENSA**

*Co-Founder (1999) and Member*

- Member of founding team establishing a bipartisan national security policy network growing to more than 200 members active on four continents. Wrote business plan and developed and executed two-year funding and growth strategy.
- Directed CENSA's Presidential Transition Memorandum Task Force, managing a 30-author team over eight months to develop bipartisan policy memoranda to the presidential transition teams. Final report distributed in November 2000 to more than 300 researchers and policymakers.

### **Harvard-Stanford Preventive Defense Project, William J. Perry and Ashton B. Carter, Co-Chairs**

*Research Affiliate (1999-2001)*

- Participated in the Defense Organization and Management study team geared toward the national defense reorganization efforts of the new presidential administration.

- Co-authored book chapter on the globalization and commercialization of the defense industrial base.
- Co-developed a Harvard graduate course, *Controlling Proliferation of Weapons of Mass Destruction*.

## **WHITE PAPERS AND PUBLICATIONS**

- Marcel Lettre, *Recommendations for Managing the Presidential Transition in the Intelligence Community*, White Paper to the Presidential Transition Team (Washington, DC: November 2004).
- Marcel Lettre et al., *Consensus Statement of the Term-Member Roundtable on Long-Term Strategic Alternatives for US Policy Toward Iran* (Washington, DC: Council on Foreign Relations, 2003).
- Marcel Lettre and James Anderson, eds., *Passing the Torch: Recommendations to the Next President on Emerging National Security Issues* (Cambridge, MA: Council for Emerging National Security Affairs, 2000).
- Ashton B. Carter with Marcel Lettre and Shane Smith, "Chapter 6: Keeping the Technological Edge," in Ashton B. Carter and John P. White, eds., *Keeping the Edge: Managing Defense for the Future* (Cambridge, MA: Harvard-Stanford Preventive Defense Project, 2000).
- Marcel Lettre, *Coordinating National Security Policy and International Economic Policy at the White House: The NSC-NEC Joint Staff Mechanism*, White Paper to the Presidential Transition Team (Cambridge, MA: September 2000).
- Marcel Lettre, managing editor, *Former-Soviet Nuclear Weapon and Sensitive Export Status Report* (Washington, DC:

Carnegie Endowment for International Peace and Monterey Institute, July 1995).

## PERSONAL

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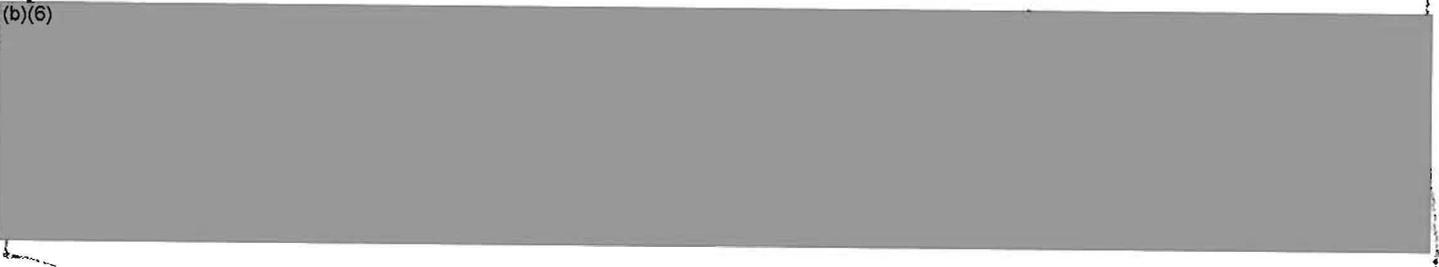


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- **Emergency Medical Technician (1995-1998).** Volunteer with Bethesda-Chevy Chase Rescue Squad. Participated in the 9/11 World Trade Center response with New York EMTs from 11 a.m. – 6 p.m.

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**Frank Libutti**  
**Lieutenant General**

*General Libutti is a native of Huntington, Long Island, NY. Graduating from The Citadel, he entered the Marine Corps Officer Candidate Program in August 1966 and was commissioned a second lieutenant in October 1966. In March 1967, he served as an Infantry Platoon Commander with the 1st Battalion, 9th Marines in Vietnam.*

*In 1968, he returned to Quantico, VA, for duty at the Officer Candidates School. During this tour, he served consecutively as Chief Instructor, Tactics Section; Commanding Officer, and Branch Head, Academic Section. He was promoted to captain in November 1969. Upon completion of his duties at he remained there to attend the Amphibious Warfare School.*

*General Libutti transferred to Amphibious Squadron THREE, San Diego, CA, in 1972, as Squadron Combat Cargo Officer. Upon completion of a two-year tour, he was assigned to the 1st Battalion, 2d Marines, 2d Marine Division, Camp Lejeune, NC, as an Infantry Company Commander, followed by staff positions at the battalion headquarters. There, he served as the Logistics Officer and later as the Operations Officer. Promoted to major in May 1977, General Libutti was reassigned as the Executive Officer, Marine Barracks, Naples, Italy. He returned from overseas in August 1980 to attend the Command and Staff College at Quantico, VA. Following graduation, he was transferred to Headquarters Marine Corps, Washington, DC, for duty as the Head of the Career Management Section, Manpower Department. In May 1982, he was promoted to lieutenant colonel and reassigned as the Assistant Secretary of the General Staff for the Office of the Assistant Commandant and Chief of Staff, where he served through May 1983. He was reassigned in June 1983 as the Senior Marine Aide to the Commandant of the Marine Corps.*

*From August 1985 until June 1986, General Libutti attended the National War College, Washington, DC. Following graduation, he was assigned as the Executive Officer, 1st Marine Regiment, 1st Marine Division, Camp Pendleton, CA. General Libutti was reassigned as the Commanding Officer of 1st Reconnaissance Battalion, where he remained in command until October 1987, when he was designated as the Commanding Officer, Contingency MAGTF 1-88 and promoted to colonel.*

*Returning to Camp Pendleton, CA, in May 1988, General Libutti served as the Assistant Chief of Staff, Intelligence, 1st Marine Division. He assumed command of the 11th MEU in August 1988 and remained in command until July 1990. The following month, General Libutti was reassigned to the Office of the Chairman, Joint Chief of Staff, for duty as the Marine Corps Member of the Chairman's Staff Group. While serving in this capacity, he was selected in December for promotion to brigadier general and was promoted to that grade on March 23, 1992. General Libutti was then assigned as the Commander, Forward Headquarters Element/Inspector General of the United States Central Command, MacDill AFB, FL, on July 10, 1992.*

*In August 18, 1992, he was designated Commanding General, Joint Task Force Provide Relief (emergency airlift of food to Somalia and Kenya), a position he held until November 1992, at which time he resumed his duties in Tampa, FL.*

*He was promoted to major general and assumed duties as Commanding General, 1st Marine Division on July 22, 1994. He served as the Division Commander until June 7, 1996. During his last assignment, he served as the Commanding General, III Marine Expeditionary Force/Commander, Marine Corps Bases Japan until June 8, 1999.*

*General Libutti received the Defense Distinguished Service Medal while serving as the Assistant Chief of Staff C/J-5, United Nations Command, Combined Forces Command, United States Forces Korea and as Commander, Marine Forces Korea. He held this position from June 20, 1996 until July 20, 1997. He was promoted to his current rank of Lieutenant General on July 10, 1997.*

*In June 22, 1999 General Libutti was assigned as Commander, U.S. Marine Corps Forces Pacific/Commanding General, Fleet Marine Force, Pacific/Commander, U.S. Marine Corps Bases, Pacific headquartered at Camp H.M. Smith, HI.*

*General Libutti's personal decorations include: Defense Distinguished Service Medal (first award), the Silver Star Medal; Defense Superior Service Medal with two bronze oak leaf clusters; Legion of Merit with gold star; Purple Heart with two gold stars; Navy and Marine Corps Commendation Medal; Republic of Korea Chonsu Medal; and the Combat Action Ribbon. General Libutti was also presented with the Order of the Rising Sun, Gold and Silver Star, by the Emperor of Japan for service dedicated to the security of Japan and the mutual cooperation between Japan and the United States.*

## Resume

Steve Lillie

Deputy Chief, TRICARE Operations [GS 15 (NSPS YC-3)]

Health Program Operations

TRICARE Management Activity, US Department of Defense

### I. Personal Data

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A large rectangular area of the resume is redacted with a solid grey fill. The redaction covers the entire content of section I, Personal Data.

### II. Employment and Education

- 2004 -2006 Supervisory Health Program Analyst, TRICARE Operations, TRICARE Management Activity
- 2002-2004 Director, Program Development, TRICARE Management Activity Program Operations
- 2000-2002 Director, Over-65 Benefits Division, TRICARE Management Activity Program Operations
- 1998-2000 Chief, Program Design & Innovation TRICARE Management Activity
- 1996-1998 Chief (GS -15), Program Development and Program Analysis, OSD Health Affairs
- 1985 – 1996 Health Program Analyst (GS 13), Health Systems Planner (GM 14), Office of Demonstrations and Special Programs, OSD (Health Affairs)
- 1976-1985 Program Analyst, U. S. Department of Health and Human Services

### **Significant Awards**

January 2001 -- Exceptional Civilian Service Award Bronze Palm –  
USD (Personnel & Readiness)

July 1998 -- Exceptional Civilian Service Award – OSD (Health  
Affairs)

### **Education**

1970-1973 -- University of North Carolina, Chapel Hill, Major Field -  
- Botany

### **Significant Publications**

2001 -- “CHAMPUS and the Department of Defense Managed Care  
Programs”, Chapter in The Managed Health Care Handbook, 4th  
Edition, Edited by Peter Kongstvedt

1991-2006 -- Numerous Federal regulations governing Military  
Health System activities.

## **II. Qualifications**

- Widely recognized as one of the key experts on TRICARE, the Department’s health care benefits program for active duty members and their families, retirees, their families, and survivors.
- Extensive knowledge and experience in health care issues and the military health system. combined with outstanding analytic abilities and writing and speaking skills.

- Proven leader on health care benefit issues, providing analysis and leading the ongoing discussion of how best to meet the health care needs of military beneficiaries. His efforts affect the future of both military medicine and the entire U.S. Health Care system. Currently guiding analytic and research efforts to support operational policy development for TRICARE, DoD's managed health care program, including benefit design, provider network development and reimbursement, and enrollment policy

### III. Significant Accomplishments

- **Establishment of TRICARE** – Key architect of TRICARE, which combines the care provided in military medical treatment facilities with care purchased under CHAMPUS (the Civilian Health and Medical Program for the Uniformed Services) to create a comprehensive managed health care delivery system for military beneficiaries.
  - Wrote the initial regulations describing the program in 1995, led the development of the TRICARE benefit structure.
  - Helped to establish TRICARE as the key mechanism for ensuring that military beneficiaries have access to affordable, high quality health care services. .
- **Implementation of TRICARE For Life** --Health Care for Military Retirees and Their Families -- key program manager for the successful implementation of the TRICARE For Life. providing lifetime, comprehensive health care coverage to uniformed services retirees over age 65 and their families.
  - Reconciled diverse viewpoints, resolved programmatic issues, and explained the new program to a wide array of audiences.
  - Leading up to implementation of TFL in 2001, led a 4 year effort to develop and implement 6 different test programs for provision of health care services to seniors, in 26 different locations across the country.

- **Health Benefits for Reservists and their Families** -- directed the development of new benefits for Reserve Component members.
  - Implemented the TRICARE Reserve Family Demonstration Project Three days following the 9/11 attacks, to ensure continuity of care for family members of the Reserve component personnel called to active duty in support of Federal contingency operations.
  - Led the revision of Department policy to enable Reservists' family members to enroll in TRICARE Prime or TRICARE Prime Remote, the most attractive health plan options.
  - Guided led implementation of new programs to smooth the transition to and from TRICARE coverage for reservists and their families – providing benefits in advance of activation, and extending coverage for six months after demobilization.
  - Led implementation of a new program, TRICARE Reserve Select, to enable drilling reservists who have served in support of contingency operations to purchase TRICARE Standard coverage if they commit to continued service.
  
- **Beneficiary Communications** -- played a key role in the establishment and ongoing effectiveness of the TRICARE Beneficiary Panel, composed of about 25 beneficiary group representatives. Founded in late 2000 to support implementation of the TRICARE For Life program, this group meets frequently to exchange information on program policies and initiatives, and beneficiary concerns about TRICARE. As chairman of the Panel, focused the group's efforts and encouraged maximum two-way communications between the Department and its beneficiaries. This group has been heralded as a model for effective communications with beneficiaries, and has contributed greatly to successful implementation of military health care programs and improving public perceptions of TRICARE.

#### IV. References

Available upon request.

# DONALD P. LOREN

(b)(6)

## PROFESSIONAL PROFILE

Over thirty-two years experience as a national and corporate level strategic policy decision maker, executive leader, innovative problem solver and organizational spokesperson. Proven national and international negotiator with exceptional people-to-people communications skills, extensive global travel and overseas residence experiences. Demonstrated ability to articulate and achieve organizational goals in the multicultural, multinational and interagency national security policy and program sponsorship environments. Extremely noteworthy service at the highest levels of federal government in the naval, joint, and intelligence community fields. Executive leadership, organizational effectiveness, analytical ability and project management skills include:

- Long Range Strategic Planning
- Future Concepts & Concepts Development
- Corporate Planning
- Revitalization & Team Building
- Sound Financial Management
- Operational Planning
- Negotiations & Conflict Management
- Multimedia Presentations

## EXPERIENCE

**SENIOR FEDERAL GOVERNMENT LEADERSHIP**      **2006-PRESENT DEPUTY DIRECTOR FOR OPERATIONS SUPPORT, NATIONAL COUNTERTERRORISM CENTER, WASHINGTON, DC**

- Responsible to the Director NCTC in fulfilling responsibilities to the President and Director of National Intelligence mandated by the Intelligence Reform and Terrorism Prevention Act of 2004 and Executive Order 13354 designating NCTC as the primary US government organization for analyzing and integrating all intelligence pertaining to terrorism and counterterrorism.
- Set the strategic direction for managing real time counterterrorism intelligence support to all US government agencies with counterterrorism responsibilities.
- Led NCTC efforts in the provision of global and timely counterterrorism situational awareness, integrated orchestration of counterterrorism threat information, and readiness for the NCTC to respond to crisis and participate in national security special events.

**STRATEGIC PLANNING**      **2003-2005 DEPUTY DIRECTOR, STRATEGIC PLANS AND POLICY (J-5), POLITICAL-MILITARY AFFAIRS (EUROPE, NATO, RUSSIA, AND AFRICA) THE JOINT STAFF, WASHINGTON, DC**

- Responsible to the Chairman, Joint Chiefs of Staff for the development of U.S. national security policy for Europe, Russia, NATO and Africa. Participated actively in the National Security Council policy deliberation process by serving as the principal Joint Staff representative at Policy Coordinating Committee meetings and briefing/accompanying the principal military representatives at Principals and Deputies committee and NSC meetings during both routine and crisis situations.
- Led concept development, strategic planning and competitive assessments for various national military program pursuits and initiatives.
- Routinely met with Chiefs of Defense and Ministers of Defense of 94 countries, and led conduct of mil-to-mil Joint Staff talks with 38 countries. Coordinated with the Office of the Secretary of Defense, the Supreme Allied Commanders, and the U.S. military delegation to NATO in developing U.S. government policy within the NATO Alliance.

**DONALD P. LOREN**

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**CORPORATE PLANNING      2001-2003 DEPUTY DIRECTOR SURFACE WARFARE FOR SURFACE SHIPS, OFFICE OF THE CHIEF OF NAVAL OPERATIONS, WASHINGTON, D.C.**

- Served as advisor and program sponsor for surface warfare matters pertaining to current and future surface combatants including maintenance and modernization; future ship design and construction; budget formulation; fleet support; required operational capabilities; and requirements definition and validation.
- Provided interface with Congress, Office of the Secretary of Defense, the Joint Staff, the Services, and industry on both requirements and acquisition issues.
- Planned, programmed and budgeted over \$70 Billion across the FYDP.
- Developed the concepts and requirements for the Littoral Combat Ship (LCS), DD(X), cruiser modernization, and DDG construction and midlife upgrade. Led the introduction of modular design, common interface standards, remotely operated surface and air vehicles, the spiral development review process, and rapid acquisition requirements process.
- Conducted numerous briefings to Senators, Representatives, Congressional committees and staff.

**OPERATIONAL PLANNING      1998-2001 EXECUTIVE ASSISTANT TO THE COMMANDER IN CHIEF, ALLIED FORCES SOUTHERN EUROPE, AND COMMANDER IN CHIEF, UNITED STATES NAVAL FORCES EUROPE, NAPLES, ITALY**

- Served as primary advisor to four-star NATO commander and senior U.S. Naval Officer in Europe on all matters pertaining to NATO southern region and the U.S. Navy in Europe.
- Primary participant in planning and execution of NATO operations in Kosovo (KFOR) and Bosnia (SFOR). Actively led major combatant staff functions during air and ground campaigns in Kosovo, including humanitarian efforts in Macedonia and Albania.
- Frequent interface with NATO and European military/political leadership on matters of international security.

**TEAM BUILDING      1995-1997 Commander, Destroyer Squadron Twenty-eight, Norfolk, VA; 1991-1993 COMMANDING OFFICER, USS BILROD (FFG 55) CHARLESTON, SC**

- Commanded squadron of Spruance and Arleigh Burke class destroyers and Perry Class guided missile frigates. Commanded surface, sub-surface, and amphibious forces participating in UNITAS 96 circumvention of South America and exercise with South American navies.
- Commanded state-of-the-art Guided Missile Frigate, manned by crew spanning numerous ethnic groups. Was awarded Battle Efficiency Excellence Award and Meritorious Unit Commendation. Participated in operations in Persian Gulf; Arctic; North and South Atlantic; and Pacific Oceans. Consistent Navy retention award winner.

**EDUCATION**

United States Naval Academy, Annapolis, MD. 1974, BS

Old Dominion University, Norfolk, VA. 1983, MS

Harvard University, Center for International Affairs, Cambridge, MA. 1993-4, CAS

Massachusetts Institute of Technology, Seminar XXI, Foreign Politics, International relations and the National Interest Program, 1994-5, CAS

Harvard University, John F. Kennedy School of Government, Senior Executives in National and International security Program, Cambridge, MA. 2004, CAS

Syracuse University, Maxwell School of Citizenship, National Security Studies Leadership course, Syracuse, NY. 2003, CAS

Northwestern University, Kellogg School of Management, Intelligence Community Executive Leaders Course, 2006, CAS

NATO Defense College, Flag and general Officer Course, Rome, Italy. 2004

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**Objective**

To leverage my leadership expertise and logistics experience, gained by successfully managing and implementing Department of Defense logistics modernization initiatives.

**Summary**

Over 27 years of progressively diverse and challenging military leadership experience. Through exceptional, insightful leadership, tactical and operational expertise, graduate level national security education, and expansive defense industry interface, I have a proven record of attainment across a broad spectrum of military operations and the defense industry with superior results. Skills include:

- Effective leadership, communications, and strategic planning abilities.
- Integrating complex systems and solving multifaceted operational and tactical problems.
- Analysis and assessment of third party providers, best practices, and technology transfer.
- High-value contracting, logistics, fund distribution and financial management, communications, networks, computing systems, facilities, and equipment

**Experience**

- 2005 – Present Director, Warfighter Support Office, Business Transformation Agency, Arlington, VA. Leads a multi-functional organization in a dynamic environment. Responsible for establishing and maintaining contact with Warfighters in garrison and deployed in order to expedite delivery of capabilities. Brokers services between the Service, Combatant Command, Joint Staff and OSD.
- 2004 – 2005 Deputy Director, Assistant Deputy Under Secretary of Defense, Logistics and Material Readiness, Arlington, VA. Responsible for advocating the service system modernization efforts. Instrumental in the development and execution of the investment review process and single repository for systems information in support of the National Defense Authorization Act of 2005. Established the Defense Business System Coordination Office for the Under Secretary of Defense Acquisition Technology & Logistics.
- 2003 – 2004 USMC Senior Logistics Advisor, Marine Corps Combat Development Command, Quantico, VA. Senior Logistics Advisor for the Logistics Operations Architecture and the Global Combat Support System. Provide counseling and mentoring on logistics issues pertaining to Marine Corps Strategy 21. Served as the Deputy Joint Force Maritime Component Commander during the Joint Forces Command sponsored war game.
- 2000-2003 Director, Integrated Logistics Capability Center, Installations and Logistics Department, Headquarters Marine Corps, Washington, D.C. Hand selected to lead

## Robert E. Love

the Marine Corps premier logistics modernization effort. Demonstrated track record of meeting objectives on time and within budget. Primary responsibilities included: development of logistics processes that enable future operational concepts linking command and control architectures, support equipment, training, and professional military education worldwide. Responsible for developing technological approaches and prototypes to dramatically improve logistics chain cycle time. Established a communications plan and built a coalition of defense industry representatives, high-ranking officials within DOD, and sister Services. Developed executive level solutions to multi-dimensional, complex problems. Developed funding profiles and spending plans to support high visibility, high intensity enterprise modernization.

During this period, Col Love served as the Officer in Charge of the Reconstitution Liaison Support Team (RLST) and deployed to Kuwait/Iraq in support of Operation Iraqi Freedom (OIF). He led a team of Marines and Sailors in order to assist in the reconstitution of the 11 Maritime Pre-positioned Ships used in OIF.

- 1999 – 2000      Commanding Officer, Marine Wing Support Squadron 372, 3rd Marine Air Wing, Camp Pendleton, CA. Competitively selected to serve as the senior leader for a 500-person organization - a major logistics command in the Marine Air Wing consisting of Engineering, Motor Transport, Air Field Operations, and Headquarters. Developed organizational vision, goals and objectives. Led exercise support, development of critical warplans, training, and safety programs. Financial responsibility and decision authority for the organization's budget. Integrated diverse, geographically separated, and multifaceted operations while dealing with attendant legal, environmental, and people challenges. Conducted global operations in support of enterprise operations.
- 1998 – 1999      Commanding Officer, Combat Service Support Enterprise, 1<sup>st</sup> Force Service Support Group, Camp Pendleton, CA. Hand selected to serve as the senior leader for a 300-person organization experimenting with innovative concepts and equipment. Acquired state of the art hardware and implemented efficient procedures to dramatically improve logistics support. Developed and executed major exercise objectives spanning the distance between San Diego and San Francisco, California. Interacted with Defense Department officials, civic leaders, and industry representatives.
- 1996 – 1998      Deputy Operations Officer, 1<sup>st</sup> Force Service Support Group, Camp Pendleton, CA. Deputy Chief Operations Officer for the 1<sup>st</sup> Force Service Support Group (a 7,000 person organization). Directed a diverse staff of 115 people. Responsible for the development of all strategic war plans, operations, exercises, and training. Provided oversight of materiel management, maintenance management, and distribution functions to support a 40,000-person organization. Col Love participated in Exercise Ulchi Focus Lens (Republic of Korea) 1996, 1997, 1998 and Desert Thunder (State of Kuwait) in 1998. During Operation Desert Thunder

# Robert E. Love

served as the Officer in Charge of the CSS portion of the I MEF Survey, Liaison and Reconnaissance Party.

1993 – 1996 Director of Logistics, Joint Task Force Six, El Paso, TX. Chief Logistics Officer (J4) for a counter drug task force. Responsible for synchronizing logistics support of multiple, geographically separated, high visibility, and sensitive joint operations. Coordinated planning for a multi-million dollar construction program. Responsible for the maintenance and modernization of facilities, vehicles, and equipment. Responsible for the efficient execution of a \$24 million dollar annual budget. Received the Outstanding Federal Manager award by the Federal Executive Association.

## Education

B.S. Business Administration, State University of New York at Albany, New York  
M.S. Material Management, Naval Postgraduate School, Monterey, California  
M.A. National Security and Strategic Studies, Naval War College, Newport, Rhode Island

## Related Qualifications and Awards

Guest lecturer at Pennsylvania State University (Marine Corps Logistics Education Program)  
Federal Manager of the Year Award for superior leadership and management abilities  
Designated a Professional Logisticians by the Air Force Institute of Technology (AFIT)  
Seven personal awards for outstanding leadership and logistics achievement, including one Defense Meritorious Service Medal and two Meritorious Service Medals  
Member National Awards Committee, International Society of Logistics Engineers (SOLE)  
Member National Defense Industrial Association (NDIA)  
Member, Editorial Board, Marine Corps Association (MCA)  
Unit received the Supply Chain Council "Supply Chain Management Award" in 2001

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WILLIAM J. LUTI  
CURRICULUM VITAE

Present Position

Special Advisor for National Security Affairs to the Vice President  
(Middle East and Southwest Asia)

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Educational Background

The Citadel, Charleston, SC, 1971-1975; B.A. History

U.S. Naval War College, Newport, RI, 1985-1986, M.A. in Strategic  
Studies and National Security Affairs.

Tufts University's Fletcher School of Law and Diplomacy, Medford,  
MA, 1988-1990; M.A. in Law and Diplomacy and Ph.D. in International  
Relations.

Foreign Policy and National Security Experience

Worked foreign policy, strategic concepts and national security  
issues while serving on the Chief of Naval Operations Executive  
Panel; in the Office of the Speaker under Newt Gingrich; on the  
Chief of Naval Operations Strategic Studies Group; and as a Special  
Advisor for National Security Affairs for Vice President Cheney.

Professional Background

1975	Commissioned NROTC, The Citadel
1975-1976	Aviation Schools Command, VT 10, VT 86
1976-1979	VQ 1, Division Officer
1979-1982	VAQ 131, Assistant Department Head
1982-1985	U.S. Naval Academy, Company Officer, Flag Lt.
1985-1986	Naval War College
1986-1988	VAQ 135, Department Head
1988-1990	Fletcher School of Law and Diplomacy, Tufts Univ.
1991-1992	VAQ 130, Executive Officer
1992-1993	VAQ 130, Commanding Officer
1993-1996	Deputy Director, CNO Executive Panel (NOOK)
1996-1997	Legislative Fellow, Office of Speaker Newt Gingrich
1997-1998	USS GUAM (LPH 9), Commanding Officer
1999-2001	CNO Strategic Studies Group, Senior Fellow
1999-2002	Commander, USS NASSAU Amphibious Ready Group
2001	Special Advisor to the Vice President (Middle East)

### Professional Qualifications

- Subspecialist in Political-Military/Strategic Planning
- Qualified Joint Professional Military Education
- Member Phi Alpha Theta (History) Honor Society and Who's Who in American Colleges and Universities (Undergraduate)
- Who's Who in America 1998

### Decorations

- Legion of Merit (two awards)
- Meritorious Service Medal
- Air Medal (Strike/Flight)
- Navy Commendation Medal with Combat "V" (two awards)
- Navy Commendation Medal (two awards)
- Navy Achievement Medal (two awards)

### Awards

- 1990 Ambassador Edmund P. Gullion Prize for Academic Excellence awarded by the faculty of the Fletcher School.
- 1992 Vice Admiral John Perry Award for Inspirational Leadership and Professional Excellence (Navy League).

### Publications/Articles/Papers

- Aviation Essay Contest Honorable Mention Winner, "Scratch One Flattop," published October 1986 issue of *Proceedings*.
- Book Review Essay: *Four Stars; The Fletcher Forum of World Affairs, Summer 1990*.
- Doctoral Dissertation: "Ends Versus Means: A Critical Analysis of the Persian Gulf Crisis, 1987-88"; Fletcher School of Law and Diplomacy, 1990.
- "Battle of the Airwaves," published January 1992 *Proceedings*.
- "Voices From the Central Blue," published December, 1992 *Proceedings*.
- "Sources of American Conduct," published Summer 1996 *Strategic Review*.

### Operational and Other Relevant Experience

- Flew combat missions, Operations Praying Mantis (18 April, 1998) and Desert Storm (January-February 1991).
- Served as a member of the Desert Storm air campaign briefing team; testified before the Senate Armed Services Committee on EA-6B performance during the Gulf War.
- Selected to brief Secretary of Defense Cheney on Navy's overall electronic combat performance during the Gulf War.
- Contributing Editor, U.S. Naval Institute's *Proceedings*, 1993-1997.

**THOMAS G. MAHNKEN**

(b)(6)

***CURRENT POSITION:***

Professor of Strategy, U.S. Naval War College  
Visiting Fellow, Philip Merrill Center for Strategic Studies, Johns Hopkins SAIS

***EDUCATION:***

The Johns Hopkins University, School of Advanced International Studies.  
Ph.D., Strategic Studies 1997  
MA, International Affairs 1989  
University of Southern California.  
BA, International Relations (Highest Honors) 1987  
BA, History 1987  
Certificate, Defense and Strategic Studies 1987

***PROFESSIONAL EXPERIENCE:***

U.S. Naval War College — Professor of Strategy 2001-present  
U.S. Naval War College — Associate Professor of Strategy 1997-2001  
Teaching as part of the Department of Strategy and Policy's core curriculum, a team-taught course for foreign and United States mid-career and senior military officers and government officials. Taught electives in innovation and revolutions in military affairs and technology and warfare.

Johns Hopkins SAIS — Visiting Professor and Acting Director, 2003-2004  
Strategic Studies Program  
Visiting Fellow, Merrill Center for Strategic Studies 2004-present  
Washington Coordinator, Johns Hopkins  
Homeland Security Graduate Certificate Program 2004-present  
Led the nation's premier graduate strategic studies program. Responsible for program's approximately \$1 million budget. Supervised 13 full-time and adjunct faculty members. Advised approximately 85 master's and doctoral candidates. Taught courses in Strategy and Policy, Research Seminar, Understanding Military Technology, Net Assessment, and Intelligence and National Security. Coordinated the department's programs, including guest speaker series, film series, and staff rides.

Commission on the Intelligence Capabilities of the United States  
Regarding Weapons of Mass Destruction 2004-2005  
Served as member of staff of Presidential commission examining the future organization of the U.S. Intelligence Community.

Georgetown University — Adjunct Professor 1998-2002  
Co-taught course entitled "The Roots of Strategy". Lectures included strategic theory, American strategic thought, and net assessment.

**Oliva Institute for Strategic Studies, Harvard University — Fellow** 1995-1996  
Conducted research into the Revolution in Military Affairs; intelligence and foreign military innovation; and organizational responses to the emergence of new forms of warfare.

**Department of Defense, Office of Net Assessment — Fellow** 1993 - 1994  
Conducted research into the Revolution in Military Affairs, focusing upon future strategic operations.

**Gulf War Air Power Survey (GWAPS) — Member** 1991-1992  
Served as a member of the Secretary of the Air Force's Gulf War Air Power Study, examining the role of air power in Operations Desert Shield and Desert Storm. Co-authored chronology and statistics volume of the group's report and assessed prewar planning efforts.

**SRS Technologies — Senior Research Analyst** 1988 - 1995  
Managed several large contracts for U.S. government sponsors. Conducted research in the areas of theater missile defense, political and military assessment, and strategic planning. Supported field training and command post exercises conducted by U.S. Central Command; U.S. European Command; and U.S. Forces, Korea. Conducted a study of potential adversarial responses to American power projection. Team Leader for Project 2025 strategic planning study for Vice Chairman, Joint Chiefs of Staff.

**S&IS Review — Book Review Editor** 1988 - 1989  
Solicited book reviews and edited section of bi-annual international affairs journal.

**Office of the Secretary of Defense — Analyst** 1988  
Produced estimates of third-world missile programs. Authored study of the spread of missile technology in the Third World for the Defense Department. Established OSD policy in preparation for bilateral and multilateral negotiations.

**The Heritage Foundation — Research Assistant** 1987-1988  
Assisted resident scholars in national security projects including arms control verification and compliance, space policy, and cruise missile systems.

**MILITARY SERVICES:**

Lieutenant Commander, U.S. Naval Reserve  
Current Assignment: Executive Officer, Naval Special Warfare (NSW) Intelligence Unit TWO, responsible for intelligence support to all Naval Special Warfare units on the East Coast and in the CENTCOM, EUCOM, and SOUTHCOM AORs.  
Previous Assignments: Intelligence Plans Officer, NSW Task Group - Central (Operation IRAQI FREEDOM); Intelligence Officer, NSW Unit THREE (Operation ENDURING FREEDOM); Intelligence and Administration Officer, NR NSW Group FOUR; Officer in Charge, In-Country Exploitation Team, Office of Naval Intelligence.  
Awards: Joint Service Commendation Medal, Navy Marine Corps Commendation Medal, Navy Marine Corps Achievement Medal (3 awards), Combat Action Ribbon, Presidential Unit Commendation, Joint Meritorious Unit Award, Navy Unit Commendation, Navy Meritorious Unit Commendation, Coast Guard Meritorious Unit

Commendation, National Defense Service Medal (2 awards), Armed Forces Expeditionary Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Kosovo Campaign Medal, Sea Service Deployment Ribbon, Navy and Marine Corps Overseas Service Ribbon (2 awards), NATO Kosovo Medal, Armed Forces Reserve Medal (2 "M" devices), Navy Rifle Marksmanship Ribbon, Navy Expert Pistol Shot Medal, National Intelligence Meritorious Unit Citation.

**RELATED PROFESSIONAL EXPERIENCE:**

Editor, *The Journal of Strategic Studies*.

Founding Member of the Editorial Board, *Defence Studies*.

Current or former consultant to Central Intelligence Agency, Department of Defense, Sandia National Laboratory, Los Alamos National Laboratory, Center for Strategic and Budgetary Assessments, Center for Strategic and International Studies, Pacific-Sterra Research, National Institute for Public Policy, Booz-Allen & Hamilton, and Science Applications International Corporation.

Gave invited talks at Harvard University, Princeton University, The Johns Hopkins University, University of Maryland, Boston University, U.S. Naval War College, U.S. Marine Corps Command & Staff College, U.S. Naval Postgraduate School, U.S. Naval Academy, U.S. Military Academy, U.S. Air Force Academy, Center for Naval Analyses, CNO Strategic Studies Group, and to Executive and Legislative branch audiences.

Member, Asia-Pacific Study Group, Naval War College.

Core member of Office of the Secretary of Defense Summer studies on China (2005) planning considerations in Asia (2004); niche competitors (1998); nuclear weapons and the emerging revolution in military affairs (1997); the future of deterrence (1995); innovation (1994); and the future of the Former Soviet Union (1993).

Founder and Chairman, Revolution in Military Affairs Working Group, Military Operations Research Society (MORS), 1994-1995.

**HONORS, AWARDS, AND FELLOWSHIPS:**

Award for Excellence in Teaching	2001, 2002
MajGen Richard C. Schulze Memorial Essay, Marine Corps Association	2000
First Honorable Mention, Colin L. Powell Joint Warfighting Essay Contest, U.S. Naval Institute	1998
Junior Officer of the Year, Naval Reserve Intelligence Command	1997
Outstanding Basic Reserve Intelligence Training Instructor	1997
Lynde and Harry Bradley Fellowship, SAIS	1992-1995, 1996-1997
John M. Olin Fellowship, Harvard University	1995-1996
First Prize and Best Essay by Junior Officer, <i>Joint Forces Quarterly</i>	1995
Revolution in Military Affairs Essay Contest	1988-1989
John M. Olin Fellowship, SAIS	1987
<i>Summa cum laude</i> graduate, USMC	

Phi Beta Kappa, Phi Kappa Phi, Pi Sigma Alpha, USC 1987  
Dean's List, USC 1985-1987  
Regent's Scholar, University of California, Berkeley 1983-1984

**GRANTS**

Smith-Richardson Foundation, "Improving U.S. Capacity to Advise Foreign Armies" (2005)

Smith-Richardson Foundation, "Officer Attitudes toward Transformation" (2002)

Defense Department, Office of Net Assessment, "Diffusion of the Emerging RMA to Asia" (2000)

Smith-Richardson Foundation, "Officer Attitudes toward the Emerging RMA" (1999)

**PUBLICATIONS:**

**Books and Monographs:**

*Technology and the American Way of War* (New York: Columbia University Press, forthcoming)

*The Cruise Missile Challenge* (Washington, D.C.: Center for Strategic and Budgetary Assessments, 2005)

*The Information Revolution in Military Affairs in Asia* (New York: Palgrave Macmillan, 2004) (editor, with Emily O. Goldman)

*Paradoxes of Strategic Intelligence: Essays in Honor of Michael I. Handel* (London: Frank Cass, 2003) (editor, with Richard K. Betts).

*The Limits of Transformation: Officer Attitudes Toward the Revolution in Military Affairs* (Newport: Naval War College Press, 2003) (with James R. FitzSimonds).

*Uncovering Ways of War: U.S. Military Intelligence and Foreign Military Innovation, 1918-1941* (Ithaca: Cornell University Press, 2002). Nominated for the Colby, Furniss, and Society for Military History book awards.

*Mass and Elite Views on National Security: U.S. National Security Surveys 1993-1999, volume II, Policy Elites* (Albuquerque, NM: University of New Mexico Institute for Public Policy, 2000). (with Kerry G. Heaton, Hank C. Jenkins-Smith, Scott D. Hughes, and Dennis M. Gormley).

*Gulf War Air Power Survey, volume V, Statistical Compendium and Chronology* (Washington: Government Printing Office, 1993). (Principal Contributor).

*The Emerging Ballistic Missile Threat to the United States*, report of the Proliferation Study Team, February 1993 (co-author).

**Book Chapters:**

"The American Way of War in the Twenty-first Century" in Efraim Inbar, ed., *Democracies and Small Wars* (London: Frank Cass, 2003).

"Why the Weak Win: Strong States, Weak States, and the Logic of Strategy," in Bradford A. Lee and Karl Walling, eds., *Strategic Logic and Political Rationality: Essays in Honor of Michael I. Handel* (London: Frank Cass, 2003).

"Beyond Blitzkrieg: Allied Responses to Combined-Arms Armored Warfare During World War II" in Emily O. Goldman and Leslie C. Eliason, eds., *Adaptive Enemies, Reluctant Friends: The Impact of Diffusion on Military Practice* (Stanford: Stanford University Press, 2003).

"Military Diffusion in Nineteenth Century Europe: The Napoleonic and Prussian Military Systems" in Emily O. Goldman and Leslie C. Eliason, eds., *Adaptive Enemies, Reluctant Friends: The Impact of Diffusion on Military Practice* (Stanford: Stanford University Press, 2003) (with Geoffrey L. Herrera).

"Counter-Terrorism and Military Transformation: The Impact of the Afghan Model" in International Institute for Strategic Studies, *Strategic Survey 2002/3* (Oxford: Oxford University Press, 2003) (unattributed).

"A Squandered Opportunity? The Decision to End the Gulf War" in Andrew J. Bacevich and Efraim Inbar, editors, *The Gulf War of 1991 Reconsidered* (London: Frank Cass, 2003).

Entries on "Strategy," "Russo-Japanese War," and "Basil Liddell-Hart" in Charles Messenger, editor, *Reader's Guide to Military History* (London: Fitzroy Dearborn, 2001)

"Military Transformation: A Report Card" in International Institute for Strategic Studies, *Strategic Survey 2000-2001* (Oxford: Oxford University Press, 2001) (unattributed).

"Counterproliferation: A Critical Appraisal" in Henry Sokolski and James M. Ludes, eds., *Twenty-First Century Weapons Proliferation* (London: Frank Cass, 2001).

"The NATO Capability Gap" in International Institute for Strategic Studies, *Strategic Survey 1999-2000* (Oxford: Oxford University Press, 2000) (unattributed).

"Counterproliferation: Short of Winning" in Henry D. Sokolski, editor, *Prevailing in a Well-Armed World: Devising Competitive Strategies Against Weapons Proliferation* (Carlisle, PA: U.S. Army War College, 2000).

"Gazing at the Sun: The Office of Naval Intelligence and Japanese Naval Innovation, 1918-1941" in William B. Cogar, editor, *New Interpretations in Naval History: Selected Papers from the Twelfth Naval History Symposium* (Annapolis, MD: Naval Institute Press, 1997).

"Challenges Posed by Space-Launch and Missile Proliferation" in Peter Hayes, editor, *Space Power Interests* (Boulder: Westview Press, 1996). (With Janne E. Nolan).

**NATIONAL SECURITY, GOVERNMENT AFFAIRS AND LEGAL EXECUTIVE** with chief of staff skills, 11+ years of government experience at the local, state and federal level; keen understanding and experience with the Department of Defense, national security issues and the United State Congress; tremendous insight and a wealth of experience at the highest levels of government; skilled at determining the vast legal and political implications of legislation and oversight of an industry or issue before the Congress or the Executive Branch;

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## SUMMARY OF QUALIFICATIONS

- Senior Member of the Department of Defense Leadership.
- Experience “on the front lines” in the Department of Defense, with the United State Congress.
- Leader of large and dynamic staff of dedicated military and civilian personnel advancing the priorities and positions of the Department of Defense;
- Led the Department of Defense’s development of its annual legislative program and its compliance with intense Congressional oversight requests.
- Served in critical legal positions providing astute advice on complex and difficult issues to key decision makers.
- In-depth understanding and experience with a wide variety of state and local government issues.

## PROFESSIONAL EXPERIENCE

### Present

*Assistant Secretary of Defense for Legislative Affairs (Acting), Department of Defense*

- Serves the Secretary and Deputy Secretary of Defense to coordinate legislation; and promote the policies, strategies and budget of the Department of Defense with the United States Congress.
- Leads a large dynamic staff of military and civilian professionals advancing the policies and priorities of the Department of Defense.
- Integrates multiple disparate organizations with competing equities to develop innovative and successful solutions.
- Liaisons with the Department’s Senior Leadership, the White House and other federal agencies on all matters pertaining to the United States Congress.
- Oversees and synergizes all four Service and Joint Chiefs of Staff engagements promoting senior leadership’s agenda with Congress, within the Administration, and across the entire Department.
- (b)(6)

### April 2006 – April 2008

*Director of the Office of Legislative Counsel (OLC), Department of Defense.*

- Provided the Office of Legislative Affairs and the Office of the Secretary of Defense with legal advice and guidance on complex and difficult issues pertaining to Congress including leading the Department’s compliance with Congressional oversight requests.
- Transformed and led the annual development of the Department of Defense’s legislative program, including such tasks as developing, coordinating, and submitting to the Congress the largest and most complex piece of legislation in the Federal Government, the National Defense Authorization Act (NDAA).
- Liaised directly with the Department’s leadership, including such individuals as the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and each Service Secretary, on all matters pertaining to the NDAA.
- Conducted and facilitated legal and policy reviews of all Department legislation, in addition to all Congressional requests for official views on pending legislation.

- Represented the Department and the Office of the General Counsel in various dealings with executive White House, Office of Management and Budget, and other federal agency officials in matters pertaining to legislation.

**May of 2005 – June 2006**

*Special Assistant the Assistant Secretary of Defense for Legislative Affairs (ASD LA).*

- Communicated with relevant Committees and Members of Congress all aspects of the Department's detainee policies including: Combatant Status Review Tribunals, Administrative Review Boards, Military Commissions, and the Guantanamo Bay detention facility;
- Communicated with relevant Committees and Members of Congress all investigations and Special Commissions undertaken by the Department and/or Congress;
- Coordinated all legal matters affecting the Department with the Office of General Counsel, the Department of Justice and other Federal agencies.

**November 2004 – February 2005**

*Associate Legal Counsel to the 55<sup>th</sup> Presidential Inaugural Committee*

- Prepared, reviewed and negotiated multi-million dollar contracts for the Inauguration.
- Provided legal and policy advice to event teams, event security and contractors for major events including: the Inaugural Parade, the Salute to the Military Gala at the MCI Center and the Youth Gala at the D.C. Armory.
- Provided legal and policy advice to the Presidential Inaugural Staff on employment policies and procedures.

**August 2002 – April 2004**

*Assistant District Attorney Montgomery County, Trials Division Major Crimes*

- Prepared and prosecuted criminal cases from initial charging of the defendant to the case's final disposition.
- Crimes successfully prepared and prosecuted include: Murder, Attempted Murder, Aggravated Assault, Robbery, Burglary, Driving Under the Influence and Homicide by Vehicle.
- Prepared and provided legal memorandums and motions for various court proceedings.
- Provided legal advice to local and state law enforcement officers on various areas of criminal law.
- Counseled and interviewed victims, witnesses and law enforcement officials for court proceedings.

**June 1997 – August 2002**

*Special Assistant to the Pennsylvania Senate Appropriations Committee (Democrat)*

- Worked with members of Congress in the House and Senate to facilitate and initiate funding and legislation for a wide range of issues affecting the Commonwealth.
- Provided research and analysis to members of the Appropriations Committee on the state budget and proposed legislation.
- Interacted with local, state and national media on issues and projects affecting the Commonwealth.
- Assisted Members in addressing the needs and concerns of citizens, private and public agencies and local governments on a wide range of issues including: public safety, education and economic development through the management of legislation and state funding.

**EDUCATION**

**UNIVERSITY OF PENNSYLVANIA  
FELS CENTER OF GOVERNMENT**

Masters in Government Administration - G.P.A.: 3.43

Dean's List: Fall Semester 1997, Spring Semester 1998, 2002

*September 1998-May 2002*

**TEMPLE UNIVERSITY BEASLEY SCHOOL OF LAW**

*September 1999-May 2002*

Juris Doctorate - G.P.A.: 3.28

Dean's List: Spring Semester 2000, 2001, 2002

**THE PENNSYLVANIA STATE UNIVERSITY**

*September 1993 - May 1997*

Bachelor of Arts Political Science - Overall G.P.A.: 3.54; Major G.P.A.: 3.63

Dean's List: 1993-1997

**PROFESSIONAL EDUCATION/TRAINING**

- Harvard University Kennedy School of Government, Leadership for the 21<sup>st</sup> Century;
- Judge Advocate General's School, U.S. Army 3D Ethics Counselor Course;
- Judge Advocate General's School, U.S. Army 72D Fiscal Law Course;
- Pennsylvania District Attorney Association's District Attorney School; and
- Clinical Student with United State Attorney, Eastern District, Criminal Division

**AWARDS/HONORS**

- Youngest serving member of the Senior Executive Service in the Department of Defense
- Office of the Secretary of Defense Medal for Exceptional Public Service
- Young Alumni of the Year (2008), Pennsylvania State University Department of Political Science
- Recipient of the Philadelphia Business Journal 40 Under 40 Award
- Recipient of the Pennsylvania State University Scholar Athlete Award for Academic Excellence from the Student Advisory Board
- Member of the 1995 Rose Bowl Championship Team
- Member of the 1995 Big Ten Conference Championship Football Team

**ACTIVITIES**

- Licensed to practice law in Pennsylvania and New Jersey
- Member of the Pennsylvania State University Football Letterman's Club
- Member of the Pennsylvania State University Alumni Association
- Member of the Grand Lodge, F.A.A.M., Joppa Lodge No. 35
- Member of the Knights of Columbus
- Membership in the Phi Delta Phi International Legal Fraternity
- Membership in the Phi Sigma Alpha Political Science Honor Society
- Membership in the Golden Key National Honor Society

# Pearse R. Marschner

(b)(6)

## **SUMMARY**

A DLI Commandant's Award Winning Arabic Linguist with an (b)(6) and nearly 2 years' experience in Iraq in the press office of the Coalition Provisional Authority/US Embassy engaging in the daily PR campaign, establishing and training Iraqi media and advising on public affairs strategies for the Embassy and the Iraqi government.

## **RECENT WORK IN IRAQ (3/04-PRESENT)**

### **Iraqi Elections Media Campaign Planner (Since 11/04)**

Primary Planner and Key Implementer of US Embassy's successful campaign to

A) Train, Engage, and foster awareness and communication among Iraqi media through conferences, seminars, and private meetings

B) Take Regional and Western Media on 15 trips to every major city in Iraq for meetings with key elections, local government, and security personnel in coordination with UK Embassy and US and UK Military.

C) Post elections, to follow up and maintain relations with media in the different cities of Iraq and implement other Public Diplomacy Programs

### **Press Advisor to Iraqi Interim Government (9/04-10/04)**

Seconded by the US Embassy as an advisor to the Iraqi government to help establish its government press office. Duties include developing high-level lines of communication and release authority, advising on tone and language of releases, design of release templates and web page, training Iraqi civil servants in the role of a government press office.

### **Portfolio Press Officer (7/04-11/04)**

Portfolio press officer responsible for the Iraqi Ministries of Defense, Interior, and Justice. Worked to coordinate policy and ensure unity of message, often acting as translator for key meetings. Additionally, coordinated embassy public affairs efforts in the four US Embassy Regional Offices throughout Iraq, traveling, advising, and laying groundwork for media relations and cultural affairs outreach efforts in Basrah, Hillah, Kirkuk, and Mosul.

### **Regional Public Affairs Coordinator (Since 3/04)**

Coordinated between 15 regional public affairs officers working outside Baghdad and the Baghdad CPA press office. Responsibilities included keeping close contact with regional PAOs, facilitating the passing of information between them and Baghdad, and facilitating the logistics of delivering various public diplomacy materials from Baghdad in coordination with other offices of the CPA in Baghdad.

### **Previous work in Iraq (5/03-6/04)**

#### **CPA Webmaster (7/03-7/04)**

Founder, designer, content manager, and developer for the CPA web page, <http://www.iraqcoalition.org> and <http://www.iraqcoalition.org/arabic/>.

#### **Portfolio Press Officer (Since 7/04)**

Portfolio press officer responsible for the Iraqi Ministries of Defense, Interior, and Justice. Worked to coordinate policy and ensure unity of message, often acting as translator for key meetings. Additionally, coordinated embassy public affairs efforts in the four US Embassy Regional Offices throughout Iraq, traveling, advising, and laying groundwork for media relations and cultural affairs outreach efforts in Basrah, Hillah, Kirkuk, and Mosul.

#### **Regional Public Affairs Coordinator (Since 3/04)**

Coordinated between 15 regional public affairs officers working outside Baghdad and the Baghdad CPA press office. Responsibilities included keeping close contact with regional PAOs, facilitating the passing of information between them and Baghdad, and facilitating the logistics of delivering various public diplomacy materials from Baghdad in coordination with other offices of the CPA in Baghdad.

#### **CPA Webmaster (7/03-7/04)**

Founder, designer, content manager, and developer for the CPA web page, <http://www.iraqcoalition.org> and <http://www.iraqcoalition.org/arabic/>.

#### **Duties included:**

- Choosing stories to highlight on the front page to convey the message of the day
- Monitoring Arab media for misleading or inflammatory content and targeting headlines accordingly
- Finding photos, visual aids and graphics which add to the message
- Writing captions and headers in both English and Arabic for all front page stories
- Organizing and editing all content
- Responsibility for all technical aspects of maintaining the website
- Coordination of all server-side and hosting issues with Defense Technical Information Center in Ft. Belvoir, VA.

#### **Additional Duties Included:**

- Managing the work of five translators for the press office
- Testing and hiring of translators
- Oversight on translation quality and determining translation philosophy
- Following up with team's pay and personnel issues
- Developer and Content Manager for the CPA intranet website from 12/03 to 4/04, which was updated daily for CPA internal use.

#### **Press Officer (6/03-8/03)**

Press Officer for Human Rights, Humanitarian Demining, and Mass Graves issues under the CPA. Organized and attended press trips to applicable sites.

#### **Assistant to Ambassador Eagleton Mission (5/03-6/03)**

Special assistant and translator for international team of ambassadors on a special mission to assess property claims issues in the major cities of Northern Iraq.

**Arabic Tutor (throughout college)**

- Tutored, Trained, Mentored, Arab students at Randolph Macon Academy, Front Royal, VA. (1998-2001)
- Was personal tutor to nephew of Crown Prince of Bahrain (1999)
- Taught English, supervised, cared for Arab soldiers from UAE while they were in training course at Castle AFB, Atwater, CA.(1999)

**Additional Arabic Experience:**

- US Marine Corps: 1993-1998. Served as Arabic Linguist.
- August 1995: Graduated Valedictorian from Defense Language Institute, Monterey, CA from Arabic Basic Course.
- Scored 3,3 scores on the Defense Language Proficiency Test (DLPT) in 1995.

**EDUCATION**

BA, 2002, Christendom College, Front Royal, VA

- Major in Classical Languages and Literature: Hebrew, Latin and Greek.
- Extensive Curricular and Extra-Curricular Study in Spanish and Music.

**ADDITIONAL SKILLS AND INTERESTS**

- Languages: (b)(6)
- Web Design
- Avid Reader, esp. in Middle East History, Policy and Culture

*References and Writing Samples Available on Request*

## Robert Martinage

(b)(6)

### EDUCATION

- B.A. *cum laude*, Dartmouth College, 1991
- M.A., The Fletcher School of Law and Diplomacy—Tufts/Harvard University, 1993
- Classified training courses on nuclear weapons and ballistic missile technology, Department of Energy and Central Intelligence Agency, 1992-1993

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### HIGHLIGHTS

- More than 14 years of experience designing, conducting, and analyzing wargames for, and providing senior-level analytic support to, the Department of Defense (DoD). Lead analyst on over 40 wargames and numerous studies focused on special operations, irregular warfare, conventional operations in high-end threat environments, and strategic deterrence and warfare.
- Recently completed a series of four portfolio-rebalancing exercises for the Office of the Secretary of Defense (OSD) to examine how the joint force might be shaped, sized, and postured over the next 20 years to better address emerging national security challenges. Analyzed tradeoffs among competing investments/divestments in research and development, force structure, procurement, basing, and training and education.
- Authored *Special Operations Forces—Future Challenges and Opportunities* (2008), which has received senior-level attention within US Special Operations Command and prompted an invitation to testify before the House Armed Services Subcommittee on Terrorism, Unconventional Threats and Capabilities in March 2009.
- Authored *The Global War on Terrorism: An Assessment* (2007), which was highlighted by the Council on Foreign Relations as a “must read” and briefed to senior staffers from relevant committees of the US House of Representatives and US Senate.
- Co-authored with Michael G. Vickers two classified monographs on transformation strategy that were circulated widely among senior OSD officials in preparation for the Quadrennial Defense Reviews in 2001 and 2006.
- Member of the CSBA-led “red team” assessment of the 2006 QDR, which combined the expertise of CSBA staff with the professional judgment and expertise of retired flag-rank officers to provide an independent, alternative examination of the issues raised in the review.

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### CURRENT POSITION

#### **Deputy Vice President for Strategic Studies, Center for Strategic and Budgetary Assessments (CSBA), Washington, DC**

- Since February 1997, responsible for carrying out a broad research program on defense strategy and planning, military modernization, and future warfare for government, foundation, and corporate clients. Assumed management of CSBA’s wargaming program, which includes approximately 12 major activities per year, in 2007.
- Designed and developed the *Pacific Vision 2008* wargame for US Pacific Air Forces (PACAF), which has been highly acclaimed by the Commander PACAF and Commander US Pacific Command.

- Conducted a series of four SOCOM-hosted wargames on special operations: two focused on strategy for the war on terrorism and its implications for the composition, size, and regional orientation of US special operations forces; and two focused on unconventional warfare.
- Played a key role in designing and developing four OSD-sponsored wargames in 2007-2008 on stability operations, partner capacity building, counter-insurgency, and irregular warfare more broadly.
- Collaborated closely with Michael G. Vickers on a now-classified report for OSD in 2006 that focused on capabilities and capacities for defeating Salafi-Takfiri/Khomeinist terrorist groups, as well as for hedging against the potential rise of China as a military competitor. Co-led a 2002-2003 CSBA study effort, commissioned by the Deputy Secretary of Defense, focused on the development of a long-term strategy for prevailing in the Global War on Terrorism. Served on a 2001 summer study that examined sources of US military advantage for the Under Secretary of Defense for Policy.
- Co-authored several CSBA monographs with Michael G. Vickers, including the *The Revolution in War* (2004), which detailed the origins of the revolution in military affairs, examined key technological trends, and projected how the conduct of war may change over the next two decades; and *The Future of Intrastate Conflict* (1997), which examined potential changes in the character, duration, intensity, and international political consequences of intrastate conflict.
- Consultant to the Defense Advanced Research Projects Agency (DARPA) since 2001.

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## PREVIOUS EXPERIENCE

### **November 1993-February 1997, Science Applications International Corporation, McLean, VA**

- Worked on contracts for OSD, the Central Intelligence Agency, and the Department of Energy. Primary responsibility was developing, conducting, and analyzing future warfare wargames. Directed a research project that examined the potential implications of the proliferation of weapons of mass destruction (WMD) on the power-projection capabilities of US military forces.
- Provided analytic and research support to the Intelligence Community on a range of topics and contributed to the development of a computerized tool for modeling and analyzing complex networks.

### **May-August 1992/May-November 1993, Intern/Action Officer, US Department of State, Washington, DC**

- Worked in the Office of Weapons Proliferation on missile technology counter-proliferation. Served as a special assistant to the chairman of the interagency Missile Technology Export Control (MTEC) group. Responsible for obtaining missile technology end-use assurances from foreign governments, drafting US government demarches to countries of missile proliferation concern, working with the Intelligence Community to uncover proliferation activity, coordinating interdiction efforts with friendly governments, and conducting diplomatic information exchange with the partner countries of the Missile Technology Control Regime (MTCR).
- Contributed to the formulation of US export control policy on space launch vehicle technology. Conducted special research projects at the personal request of the Assistant Secretary of State for Political-Military Affairs.

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(b)(6)

**Dennis M. McCarthy**

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**Education**

University of Dayton BA 1967

Capital University Law School JD 1975

- Admitted to practice in Ohio (State and Federal Courts) and before the U. S. Supreme Court

**Employment**

1967 – 1978: Active duty, U. S. Marine Corps (including combat service in Vietnam)

1978 – 1999: Private law practice, Columbus Ohio (while maintaining an active career in the Marine Corps Reserve that included multiple re-calls to active duty)

- Adjunct Faculty member, Capital University Law School
- Lecturer at National, State and local continuing legal education programs
- Author of law-related articles and text book chapters
- Board member of numerous professional associations and societies
- Military assignments:
  - Infantry commands
  - Commander, Joint Task Force Chile
  - Commanding General, Marine Corps Reserve Support Command
  - Deputy CG, First Marine Expeditionary Force
  - Commanding General, Third Marine Division, Japan
  - Member, Reserve Forces Policy Board

1999 – 2005: Active duty, U. S. Marine Corps

- Director of Operations and Plans, U. S. Atlantic Command, Norfolk, VA
- Director of Reserve Affairs, Headquarters U. S. Marine Corps
- Commander, Marine Forces Reserve, New Orleans, LA
  - Concurrently assigned as Commander, Marine Forces North, New Orleans, LA/Colorado Springs, CO
- Senior Marine Officer in the Gulf Coast region; frequent host or representative of the Commandant at civilian and military events

2005 – Present: Executive Director, Reserve Officers Association of the United States (One Constitution Ave. NE, Washington, D.C.)

- Member of the Board, Rivada Networks (a privately held defense contractor)
- Vice Chairman of the Board and Lead Director, Medifast Inc. (MED)
- Leader in Residence, Franklin University Leadership Center

**Dennis M. McCarthy**

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**Employment summaries**

Private law practice: I was a partner in several firms. I practiced exclusively in the area of civil litigation on behalf of plaintiffs in tort and contract cases. I was an active member of the Ohio Academy of Trial Lawyers, the Association of Trial Lawyers of America, and the American Board of Trial Advocates.

U. S. Marine Corps: I was an active “traditional reservist” in various infantry units and was recalled to active duty for Desert Shield/Desert Storm and on several subsequent occasions. From 1984 until my retirement in 2005, I was privileged to command eight (8) different Marine Corps or Joint organizations for a total of 161 months. My focus in each of those commands was accomplishing assigned missions by supporting the people and their families who comprised the real strength of the organization. I returned to full time active duty in 1999 and was in the original group of 3-star reserve chiefs. I was the first Reserve to command Marine Forces Reserve.

Reserve Officers Association: Immediately after giving up command of the Marine Corps Reserve in 2005, I became Executive Director of ROA. This 67,000 member organization is chartered by Congress to “support and promote ... a military policy for the United States that will provide adequate national security.” In this capacity I have provided input to Congress and the Department of Defense on issues of importance to the sustainment of the all volunteer force, an effort in which the reserve components play an indispensable role. I have published a number of articles on issues important to the Reserve and National Guard, and have worked closely with the Commission on National Guard and Reserves and other groups studying reserve component issues.

I can provide references upon request. I am anxious to explore the possibility of serving at this critical time in our nation’s history.

(Anthony R. Martoccia)

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## Profile

- Chief Advisor to the Administrator, Small Business Administration, on implementation of policies and procedures for all federal small business contracting programs.
- Over 30 years' results-oriented executive leader and expert in Federal contracting and administration.
- Extensive experience leading the procurement of multi-billion dollar, complex, cutting-edge acquisitions including NASA's Space Science research program and Information Technology; Department of Transportation's Intelligent Transportation Systems; and Army's Night Vision program.
- Proven effective at saving millions of dollars annually by implementing innovative cost-saving solutions and practical procurement policies and procedures.
- Recognized on many occasions for successfully resolving sensitive and highly controversial issues.
- Extensive experience managing programs, business practices, policy and budgets, cost control, and strategic planning including determinations regarding the potential cost savings of "contracting-out" government services.
- Actively supports the President's Management Agenda.
- Federal Senior Executive Service (SES).
- Army Veteran and Army Reserve Officer assigned as a manager to the Defense Logistics Agency and the Army Material Command.

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## Professional Experience

U.S. Small Business Administration (SBA)  
Washington, D.C.

FEB 2006 to Present

*Associate Administrator  
Government Contracting and Business Development*

Serve as Chief Adviser to the Small Business Administrator on implementation of policies and procedures for the Office of Government Contracting and Business Development, which oversees all federal small business programs and policies including the Veterans, 8(a) Business Development, HUBZone and Women's program.

- Responsible for providing direction, oversight, and policy of all federal small business contracting programs.
- Represent the Administrator in negotiations with other Government agencies regarding all small business issues including departmental goals and policies.
- Work under the general direction of the Administrator and independently plan, direct and coordinate assigned programs that will meet the Administrator's goals for advancement of all federal small business contracting programs.
- Developed re-certification policy and small business scorecard to significantly enhance small business opportunities throughout the federal marketplace.
- Developed Departmental partnerships with agencies for streamlining the 8(a) contracting process.
- Responsible for oversight and policy for the Small Business Innovative Research Program.

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U.S. Department of Transportation (DOT)  
Washington, D.C.  
*Chief, Contract Operations*

1988 to 2006

Serve as Division Chief for Acquisition Operations of the Federal Highway Administration. Manage and supervise a professional staff of over 50 contract specialists and administrators engaged in the procurement and oversight of a full spectrum of acquisition and contract administration duties. Enable the agency to achieve its mission by resolving complex and sensitive multi-million dollar acquisition issues and overseeing division policy and organizational strategy and objectives. Manage an annual procurement budget of over \$500 Million. Responsibilities are as follows:

- Direct a full range of pre and post award activities for agency's most visible, multi-million dollar programs for the development of nation-wide, state-of-the-art, Intelligent Transportation Systems, Information Technology, Professional Services, and Assistance Partnerships.
- Represent agency at senior level meetings and interact regularly with Congressional staff, political appointees, state and local government officials, and Presidents of large corporations and small and disadvantaged businesses in order to build consensus on complex and controversial issues.
- Develop procurement strategies to obtain best value including determination of full and open competition and set asides for small or disadvantaged businesses.
- Served as a task leader on Secretarial detail to "overhaul" the FAA acquisition policies/procedures and established new procurement policies and competitive procedures. Task force results were approved by Congress and implemented by FAA.
- Appointed by the Assistant Secretary for Budget and Programs to analyze the impact of DOT's proposed reorganization on the Department's \$50 billion budget.
- Established new interagency procedures to improve accountability and measure results for research funded at the Volpe Transportation Center. The Office of the Secretary implemented the new process across all transportation agencies.
- Selection Official on all acquisitions over \$10 million.
- SES Certified

NASA Headquarters  
Washington, DC  
*Chief, Acquisition Branch*

1980 to 1987

Served as Branch Chief responsible for the procurement of unique space science research, information technology, technology transfer, engineering services and state-of-the-art equipment. Directed a staff of 20 professional with an annual procurement budget of approximately \$1 billion. Determined procurement strategies, best value analysis, cost benefit trade offs, and resolved protests and disputes. Responsibilities were as follows:

- Served as contracting officer and acquisition manager of many large-scale technical programs. Worked closely with senior management and program managers to prepare agency's response to Congressional inquiries, procurement strategies and selection of contractors.
- Determined "best value" selections for large acquisitions.
- Devised and implemented a multi million dollar joint venture agreement between NASA and the University of Hawaii for the construction and operation of the Infrared Telescope Facility.
- Monitored and approved the accuracy and conformance of contract documentation in accordance with applicable Federal and Agency regulations.
- Worked closely with Congressional staff and partnered with Small Business Administration officials and CEOs of prominent companies to revise fundamental policy to enhance contracting opportunities for 8(a) or small and disadvantaged businesses, resulting in saving the government and small disadvantaged businesses many millions of dollars.

U.S. Department of Defense  
Washington, D.C.  
*Senior Contract Specialist and Contract Price Analyst*

1972 to 1979

Served on active duty and civilian at the U.S. Army Electronics Command and the Office of Naval Research. Responsible for analyzing contractor proposals to determine fair and reasonable price. Reviewed and approved indirect rates for commercial companies and cost accounting systems. Led multi-agency teams in setting objectives and negotiating overhead, fringe benefits, and general and administrative costs for companies with contracts, grants, and cooperative agreements with many government departments and agencies.

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## Honors and Awards

U.S. Department of Transportation Secretary's  
Reinvention Award for leading implementation  
of performance based contracts.

Graduate Federal Executive Institute

Distinguished Military Graduate (ROTC)

Federal Highway Administrator's Award for  
innovative and cost-saving acquisitions for the  
Intelligent Transportation Systems Program.

Commanding Officer's Special Service Award for  
innovative negotiations and significant cost  
savings for major system acquisitions.

Certified Senior Executive Service (SES)

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## Education

M.A. (Management); Central Michigan University; Mount Pleasant, MI; 1977

B.A. (Political Science); University of Nevada; Reno, NV; 1972

A.A.S. (Electrical Technology); State University of New York; Morrisville, NY; 1969

**Ryan D. McCarthy**

(b)(6)

**EXPERIENCE**

**United States Department of Defense**

*Advisor to the Special Assistant to the Secretary of Defense*

**Washington D.C.**

*May 2007-Present*

Member of the immediate staff of the Secretary of Defense. Responsibilities include policy development and coordination with the White House, US Congress, and senior officials throughout the entire National Security apparatus.

- Represented the Secretary on a four man assessment team to investigate the utilization of contractors in Iraq and Afghanistan. The team conducted an end to end review and re-wrote the management and oversight policy for contractors accompanying the force.
- Advised the Secretary on Intelligence, Surveillance, and Reconnaissance employment in the Central Command Area of Responsibility to support Operation Fardh Al Qanoon ("Secure Baghdad" or "The Surge") and the Afghanistan Theater.
- Supported The Special Assistant in budget analysis of the Base and Supplemental Budgets (FY 08 and 09) and provided recommendations for strategy prior to submittal to the Congress

*Special Assistant to the Undersecretary of Defense for Acquisition, Technology, and Logistics*

*Oct 2006 –May 2007*

Senior civilian advisor to the chief procurement and logistics executive of the Department of Defense. Responsibilities include policy development and coordination with Joint Staff and the uniformed services acquisition leaders on procurement and logistics decisions for the entire Department of Defense.

**Committee on International Relations, U.S. House of Representatives**

*Professional Staff Member*

**Washington D.C.**

*Nov 2005 – Oct 2006*

Floor assistant and aide to the full committee Chairman, Congressman Henry J. Hyde (6-IL). Contributor to foreign policy development for the Middle East, Central Asia, and Africa.

**HSBC North America**

*Vice President, Partner Relations*

**Prospect Heights, Illinois**

*Nov 2004 - Sept 2005*

Strategic manager to Komatsu America for their Private Label Credit Card Program in HSBC Business Solutions. Manage all P &L responsibilities of the program, including marketing, channel development, and product profitability.

The program achieved \$50mm in volume.

*Assistant Vice President, Business Development*

*March 2002-Oct 2004*

Member of divisional business development team that sourced, structured, and negotiated long term financing programs, focusing on Fortune 500 firms with \$100mm+ debt portfolios.

Deal highlights:

American Suzuki Motor Corporation, resulting in \$485mm incremental new receivables and 5 year projected net income of \$70mm.

MAC Tools Incorporated, a subsidiary of The Stanley Works, resulting in \$54mm in new managed receivables and \$3mm in net income. The deal also brokered a cross-sell for HSBC's Corporate Finance Unit to participate with a \$35mm commercial line to Stanley's 2005 revolving

credit facility and established a foreign exchange line for the repatriation of capital for Stanley's Asian operations in Thailand, China and Taiwan.

**75th Ranger Regiment, U.S. Army Special Operations Command**

***Captain (Assistant Battalion Liaison Officer and Platoon Leader)***

**FT. Benning, GA.**

***Nov 1999 - Feb 2002***

Participated in combat operations in Afghanistan after the September 11th terrorist attacks to support Operation Enduring Freedom One. Embedded liaison for Ranger element in joint combat missions with the Special Mission Units of Joint Special Operations Command.

Platoon leader with direct responsibility for all aspects of the training, guidance, health, welfare, and morale of 40 Army Rangers, \$8mm worth of equipment and having the requirement for no-notice combat deployment anywhere in the world.

**3d Brigade Combat Team, 3<sup>rd</sup> Infantry Division**

***1<sup>st</sup> Lieutenant, (Company Executive Officer and Platoon Leader)***

***Sept 1997 - Nov 1999***

Company Executive Officer with direct responsibility for the training, guidance, health, welfare, morale and maintenance of 120 men and \$32mm worth of assets.

Platoon leader with direct responsibility for all aspects of the training, guidance, health, welfare, and morale of 35 soldiers, having the requirement for no-notice combat deployment anywhere in the world.

**Virginia Military Institute**

***2<sup>nd</sup> Lieutenant (Aide de Camp)***

**Lexington, VA**

***Jan 1997 - Aug 1997***

Aide de Camp to the Director of Assimilation for Women.

Advisor on the formulation of doctrine and institutional policies for the first co-educational class in the history of the school (*Supreme Court Case -United States v. Virginia et al. (94-1941), 518 U.S. 515 (1996)*).

**Education**

**Virginia Military Institute, B.A., History.**

**1996**

(b)(6)

# MICHAEL J. McCORD

## CONTACT INFORMATION

(b)(6)

(b)(6)

### **Transition Team Address:**

From November 17 through December 12, 2008, I will be on detail away from my Senate office and can be more easily reached at:

**Telephone:** (b)(6)

**E-mail:** (b)(6)

**POSITION SOUGHT:** *Under Secretary of Defense (Comptroller), Department of Defense.*

I believe I could be most helpful to the Obama Administration working with the Secretary of Defense to make the "big-picture" tradeoff decisions required to balance the U.S. defense program's priorities and shortfalls, including providing expert analysis of the costs of proposed force structure, compensation, or weapons programs initiatives, and working with OMB and the Congress to integrate defense funding needs into government-wide national security and budget plans.

**AREAS OF EXPERTISE:** 24 years of experience in defense budget and program analysis, the federal budget process, the interaction between defense spending and the overall federal budget, and projecting war/disaster supplemental costs; 12 years of experience in military basing and installation issues including military construction, base closure, housing and utility privatization; 9 years of experience in military readiness, training, and equipment maintenance issues.

## SOME ACHIEVEMENTS

- I carried out the program and budget review work and developed the five-year defense budget authority and outlay levels to fund the post-Cold War strategy Senator Sam Nunn proposed in 1990, which was incorporated into the 1990 budget summit agreement as the guide for the post-Cold War defense drawdown. In carrying out this analysis, I performed a quick-turnaround, scaled-down solo version of the DOD program and budget cycles.
- I created the legislation setting forth the terms of the public-private competition for tens of thousands of aircraft maintenance jobs at the Kelly and McClellan Air Force Bases affected by the 1995 base closure round, in a way that was fair to and accepted by both public and private sectors, in lieu of the privatization-in-place proposed by the Clinton Administration.
- Working over five years with Senators Levin, McCain and Robb, I was the lead author and Senate negotiator of the legislation creating the 2005 base closure round.

- I was the lead Senate staff negotiator for the enactment, in the FY2001 defense authorization bill, of the Energy Employees Occupational Illness Compensation Program, a new benefit for Department of Energy employees exposed to radioactive or other hazardous substances as part of their work for the government. During this complex negotiation I worked extensively with the Energy and Health, Education, Labor and Pensions committees.
- I was the lead author of the September 2003 House Budget Committee Democratic staff analysis that estimated the potential long-term cost of the war in Iraq, including occupation and reconstruction costs, under three different scenarios.
- I co-authored legislation setting out procedures under which the Department of Defense privatizes its utility systems and in 2000 I negotiated an update to this legislation which rejected a House proposal to eliminate competition in the privatization of these systems.
- I drafted legislation that directed, and provided oversight of the implementation of, the successful sale of the Naval Petroleum Reserve at Elk Hills, at that time the largest privatization in U.S. government history.
- I played a key role in writing both the fiscal policy chapters and the 10-year balanced budget plan for the Center for Strategic and International Studies *Strengthening of America* report released in September, 1992. This report served as the basis for subsequent work on tax reform and entitlement programs, such as the USA Tax Act of 1995, also known as the Nunn-Domenici Unlimited Savings Allowance (USA) tax proposal, which I helped develop.

## PROFESSIONAL EXPERIENCE

***SENATE ARMED SERVICES COMMITTEE***, 1987-2002 and 2004-present.  
*Majority Professional Staff member*, 1987-1994, 2001-2002, and 2007-2008  
*Minority Professional Staff member*, 1995-2000 and 2004-2006

I serve on the Democratic staff of the full committee and also serve as the lead Democratic staff on the Subcommittee on Readiness and Management Support.

**Full Committee Experience:** Since 1987 I have been the lead staffer, under Senators Nunn (1987-1996) and Levin (1997-present), for budget review for the Democratic staff. I serve as lead staff analyst for both the overall defense budget and the Quadrennial Defense Review. I analyze and develop policy options for the defense budget at the aggregate level and for resource allocation (in particular our major cuts and adds) among our six subcommittees during the annual budget process.

I am responsible for all issues related to proposals, including alternative proposed by others, to increase or reduce the defense "topline". This includes any defense funding issues in the annual Budget Resolution process, including the defense/non-defense "firewalls" issue. I manage our funding levels for compliance with applicable discretionary budget targets and mandatory PAYGO ceilings. I advise the Committee and draft legislation on fiscal and budget policy issues, including reconciliation instructions.

I also handle certain DOD outsourcing and financial management issues including asset sales, leasing, and the cash and policy management of the Department's working capital funds, and public-private competitions for equipment maintenance as well as some A-76 competitions.

I serve as the Armed Services Committee's liaison to and coordinator with the Appropriations Committee, including the Subcommittees on Defense and on Military Construction and Veterans Affairs, and with the Budget Committees. I also have extensive experience working with other congressional committees (in particular the Senate Committee on Energy and Natural Resources) and non-defense agencies, including the General Services Administration and the Department of the Interior, on interagency issues affecting facilities, energy, public lands and real property, and the use of the electromagnetic spectrum.

In carrying out my SASC duties I have traveled extensively and met with military personnel at all levels, including major command and combatant commanders worldwide, to gather first-hand information at military installations in Iraq, Afghanistan, Kuwait, the UAE, Bahrain, Qatar, Djibouti, Germany, Italy, the United Kingdom, Spain, Portugal, Romania, Bulgaria, Turkey, Bosnia, Kosovo, NATO headquarters, Japan, South Korea, Guam, Panama, Guantanamo Bay and the United States.

**Subcommittee Experience:** At the subcommittee level, since 1997 I have been responsible, working with Senators Glenn, Robb, and Akaka, for installation matters including construction or leasing of new military facilities, maintenance of existing facilities, base closure, land and property disposal issues, DOD use of public lands, and privatization of DOD family housing and utilities. I have played a lead role in stopping efforts in the Congress to remove the Defense Department's ability to exercise the right of eminent domain to acquire lands necessary for military training. At the same time, I have also been a leader in creating programs to allow the Department to partner with public and private entities to create buffer zones around military installations to protect the environment while enhancing training. I negotiated language authorizing DOD's major uses of withdrawn public lands, such as Nellis AFB, NAS Fallon, and the Goldwater Range.

During 1995-2001 and 2005-2006, I was also responsible for oversight of over \$100 billion in annual DOD operation and maintenance funding and related policy matters affecting military readiness issues including training, management of the supply system that provides spare parts, operating tempo issues, contingency operations funding, and equipment maintenance.

**COMMITTEE ON THE BUDGET, U.S. HOUSE OF REPRESENTATIVES**, Budget Analyst, 2003. During 2003 I served as the budget analyst for defense and veterans issues for the Democratic staff of the House Budget Committee. I also assisted the Ranking Member of the Committee, Rep. John Spratt, on defense budget and policy issues related to Rep. Spratt's responsibilities as Assistant to the Democratic Leader and as a member of the House Armed Services Committee. I provided information and analyses on defense and veterans issues for the Budget Committee and also for the Democratic Caucus. I analyzed funding and policy issues related to the wars in Iraq and Afghanistan and participated in creating the Democratic alternative to the budget resolution and Democratic legislation to address the needs of military personnel and veterans.

**CONGRESSIONAL BUDGET OFFICE**, Budget Analysis Division, Assistant Analyst, 1985-1986 I developed the official CBO estimates of the cost of legislation affecting military personnel programs including changes in active and reserve component manyears and end strength levels as well as changes in pay raises, bonuses, special and incentive pays, and education benefits. I was also responsible for cost estimates for legislation affecting military retirement, including near-term

changes to cost of living allowances and long-term benefit changes affecting accrual rates. I developed a model to calculate the impact of Gramm-Rudman-Hollings sequesters on military personnel levels.

### **OBAMA TRANSITION TEAM EXPERIENCE**

I am a member of the President-Elect's Transition Team serving on the Department of Defense Agency Review Team. I am a core member of the Budget Group responsible for assessing fiscal year 2009 and 2010 war-related spending needs, identifying fiscal year 2010 "base budget" program and fiscal issues to be addressed by the incoming Obama Administration, and analyzing the current programming and budgeting processes of the Defense Department. I am also assessing other DOD-wide and service-specific issues, including military readiness and installation matters.

### **PRESIDENTIAL CAMPAIGN EXPERIENCE**

**OBAMA CAMPAIGN:** I served on the Defense Policy team led by Peter Singer and was active in the Defense Budget and other groups. Among my key duties were developing cost estimates of both Obama and McCain campaign defense proposals. Prior to my formal membership on this team, I provided advice on an informal basis to the campaign, working through Mark Lippert and Denis McDonough. I also canvassed for Obama/Biden and knocked on several hundred doors in Ohio during the final week before the November, 2008 election.

**KERRY CAMPAIGN:** I served on Senator Kerry's 2004 campaign Defense Task Force as co-leader of the Budget issue team and as a member of the Personnel and Force Design issue teams, and also canvassed in Ohio in October and November 2004.

### **EDUCATION**

**UNIVERSITY OF PENNSYLVANIA**, Philadelphia, PA

Master of Arts in Public Policy Analysis, 1984

My specialization was public finance. My studies included microeconomics, macroeconomics, public sector accounting, econometrics, quantitative policy modeling including linear programming, political analysis, fiscal policy, and the analysis of voting systems.

**THE OHIO STATE UNIVERSITY**, Columbus, OH

Bachelor of Arts in Economics with honors, 1981

I studied economic theory, econometrics, statistics, linear algebra, political science and accounting.

Undergraduate honors included induction in Phi Beta Kappa and a National Merit Scholarship.

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# BG MICHAEL C. McDANIEL

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## EMPLOYMENT:

### January 19, 2003 - Present

**Michigan Homeland Security Advisor** - Appointed by the Governor as her Advisor on Homeland Security, while serving as a Deputy Director of the Department of Military and Veterans Affairs. Serves as the liaison between the Governor's Office and all federal, state and local agencies on homeland security. Develop statewide policy on homeland security preparedness. Coordinate the development of plans and training for homeland security on a statewide basis. Coordinate efforts to protect the state and its critical infrastructure from terrorist attacks, to ensure all state agencies have interoperable IT and communications systems, and to prepare for, prevent, and mitigate the consequences of terrorist threats or attacks.

**Assistant Adjutant General for Homeland Security** - Command and control of the Homeland Security Directorate, MI NG. Directorate includes Military Support to Civil Authorities, Joint Planning and Operations, the 51st WMD Civil Support Team, the Critical Infrastructure Site Assessment Team, the Reconnaissance & Interdiction Detachment (RAID) Team, the Exercise Planning Group, the Counter-Drug Division including the Drug Demand Reduction Program and the High Intensity Drug Trafficking Area Support, Anti-Terrorism and Force Protection, Emergency Communications, and the Michigan Volunteer Defense Force (500-member State Militia). Directly responsible for over 700 full and part-time soldiers and volunteers who serve as the "First Responders" for the Michigan National Guard.

### December 1997 - January, 2003

**Assistant Attorney General for Litigation** - Executive Division, Michigan Department of Attorney General - Served on the Attorney General's Executive Team. Responsible for office management as well as special projects such as anti-terrorism legislation, creation of a hate crime prosecution team and supervision of internet tobacco sales to minors. Reviewed and provided recommendations to the Attorney General on all civil and criminal actions proposed to be initiated by the Department in state or federal trial courts. Evaluated and provided recommendations to the Attorney General on all proposed settlements of every court case, as plaintiff or defendant. Responsible for implementing all advocacy, legal, and management training for the office. Determined assignments of litigation to the divisions within the office in all matters where the State, its agencies, or employees are named as defendants.

### August 1988 - December 1997

Tort Defense Division, Michigan Department of Attorney General.

### January 1984 - August 1988

Natural Resources Division, Michigan Department of Attorney General.

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## CIVILIAN EDUCATION:

Homeland Security: Master of Arts in Security Studies, Naval Postgraduate School, Monterey, California, 2007

Strategic Studies: Master of Strategic Studies, Army War College Carlisle, Pennsylvania, 2005

Law: Juris Doctor, Case Western Reserve University, School of Law  
Cleveland, Ohio, 1982

Undergraduate: Bachelor of Arts, St. Bonaventure University,  
St. Bonaventure, New York, 1979

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**PUBLIC AND PROFESSIONAL COMMITTEES AND ORGANIZATIONS**

- 2007 - Present **Chair, Department of Homeland Security, State, Local, Tribal and Territorial Government Coordinating Council (SLTTGCC) for the National Infrastructure Protection Plan.**
- 2007 - Present **Co-Chair, FEMA V, Regional Advisory Council**
- 2006 - Present Executive Committee, (elected position) **Governors' Homeland Security Advisors Council, National Governors Association. Chair, Infrastructure Protection Committee**
- 2006 - Present Advisory Council of the Michigan Intelligence and Operations Center
- 2005 - Present Michigan Public Safety Communications System Advisory Board (Gubernatorial appointment)
- 2003 - Present Executive Secretary, Michigan Homeland Protection Board (Gubernatorial appointment)
- 2007 - Present Michigan Citizen-Community Emergency Response Coordinating Council (Gubernatorial appointment)
- 2007 - Present Team Leader, Tactical Interoperability Communications Plan - Michigan

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**PUBLICATIONS:**

McDaniel, M & Ellis, C. (in press) The Beslan Hostage Crisis: a case study for emergency responders. *Journal of Applied Security Research*.

McDaniel, M., Shenouda, E., and Bustria, M. J. (2008). The functional desks as collaborative mechanisms in the Michigan Intelligence Operations Center. *Homeland Security Affairs*, 2. Retrieved November 25, 2008 from <http://www.hsaj.org/?article=supplement.2.4>.

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**ACADEMIC PROFESSIONAL EXPERIENCE:**

- August 2002 - Present **Adjunct Professor, MSU College of Law  
Geoffrey Fieger Trial Practice Institute**
- November 1996 - Present **Adjunct Professor, Thomas M. Cooley Law School  
Law of Homeland Security, Police and Civil Liability, and Military Law**

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**TRAINING ACTIVITIES, examples:**

- Exercise Director, State of Michigan Involvement, Ardent Sentry 06 Exercise, DoD/NORTHCOM multi-state, multinational DSCA exercise, May 2006
- Exercise Director, Operation Vigilant State, multi-jurisdictional MANPADS Exercise at Detroit Metro Airport, May 2005

Exercise Director & Joint Task Force Commander, RESCUER/MEDCEUR 04, EUCOM multinational exercise in Latvia, Lithuania, Estonia and Bulgaria, July 2004  
Faculty, National Association of Attorneys General Trial Advocacy Program 2001, 2002  
Faculty, Hillman Advocacy Program, 1998 - 2003  
Steering Committee, Hillman Advocacy Program, 2002  
Faculty, AG Deposition Skills Workshop, 1996  
Faculty, AG Trial Skills Workshop, 1992, 1994

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**MILITARY ASSIGNMENTS:**

2007 - Present **Brigadier General, Assistant Adjutant General for Homeland Security**  
2004 - 2007 **State Judge Advocate, COL, JFHQ, MI ARNG – Certified as Military Judge**  
1998 - 2004 **Command Judge Advocate, HQ STARC**  
1994 - 1998 **Commander, Det 1, HHC, 46th Bde, 38 ID (Mech)**  
1989 - 1994 **Trial Counsel, 46<sup>th</sup> Bde, 38 ID (Mech)**  
1985 - 1989 **Staff Judge Advocate, Camp Grayling Area Training Site**

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**MILITARY EDUCATION:**

July 2005 Army War College  
May 2000 Military Judge Course  
June 1997 Command and General Staff College  
June 1992 Judge Advocate General Officer Advanced Course  
June 1986 Judge Advocate General Officer Basic

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**HOMELAND SECURITY AWARDS:**

**The Zimbaro Award for Academic Achievement and Outstanding Leadership** – awarded to a Graduate of the Master of Arts in Security Studies (Homeland Defense and Security) Program, Naval Postgraduate School.

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**MILITARY AWARDS AND DECORATIONS:**

Federal Legion of Merit	Army Service Ribbon
Meritorious Service Medal	Michigan Distinguished Service Medal (3)
Army Commendation Medal	Michigan Recruiting Ribbon
Army Achievement Medal	Michigan Overseas Service Ribbon (2)
Army Reserve Component Achievement Medal	State Partnership Ribbon
National Defense Service Medal	Michigan Broadsword
Armed Forces Reserve Medal	Georgia Service Ribbon
Army Reserve Overseas Ribbon (2)	

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**COMMUNITY INVOLVEMENT:**

Elder and Stewardship Chair, Peoples Church, East Lansing, MI  
Troop Committee, Troop 180, BSA, Shaarey Zedek, East Lansing MI  
Fellow, Michigan State Bar Foundation  
Barrister, American Inns of Court, MSU-DCL Chapter  
Volunteer, Granholm for Governor Coordinated Campaign  
Past President, Glencairn School Association, East Lansing Public Schools

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### **INDEPENDENT STRATEGIC ANALYST**

- **Leader**
- **Program Manager**
- **Integrator of Change and Modernization**

- Go -To person for base fact on strategy, military evolution and emerging threats.
- Experienced in the development of national strategy.
- Adept in the development of organizational requirements and modernization.
- Immersed in the Behavioral Health impacts of post-9/11 military deployments.

### **RETIRED PRIVATE CITIZEN – 2000 to Present**

#### **Decision Support Manager and Veterans' Behavioral Health Coordinator, Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services**

- A failed attempt to divert interest from National Security and Homeland Security Issues.
- Serve as senior policy advisor to the Commissioner and his lieutenants on strategy and organization and the development of related business intelligence.
- Principle advisor and representative on the behavioral health needs of returning veterans and their families; and co-author of the Virginia Wounded Warrior program.

#### **Independent National Security Analyst**

- Continues the study of National Security, Military Transformation and Homeland Security and is an Adjunct Fellow with the American Security Project.
- Helps nonprofit think tanks and others who ask from government and the media.
- Served on the Senior Retired Military Officers for Obama team and as a national surrogate on national security and veterans issues.
- Served on national security policy teams, co-chairing one, during the Kerry Presidential campaign and was a national surrogate during that effort.
- Makes public presentations on areas under study, including in the National media.
- Has written and briefed widely on the effect of Iraq on our forces and Army Hollowness.
- Recently served as Senior Associate in the Center for Strategic and International Studies.
- Completed a study in 2002 on the propriety of using the Federal military domestically, entitled: "Understanding all of Terrorism's Domestic Threats".
- Participated in senior level Focus Groups host by the National Security Studies Group studying 21<sup>st</sup> Century Defense and Homeland Security challenges for the Congress.

### **NATIONAL GUARD ASSOCIATION OF THE UNITED STATES – 1997 to 2000**

#### **Senior Fellow**

- Provided the Association leadership and the Adjutants General Association of the US with analysis related to public policy, budgets and appropriations for National Security and Homeland Security.
- Addressed issues related to both the Army and the Air Force and the relationships of each with the other services.
- Participated in the development and presentation of these Associations' positions on various issues to the Congress and the Administration.

### **DEPARTMENT OF DEFENSE – 1993 to 1997**

#### **Principle Director, Strategic Plans and Analysis**

- Planned, supervised, conducted and participated in analysis of military and public policy issues, the implementation of our National Security and Military Strategies as well as the active and reserve programs of all of the military services.
- Evaluated products of the Joint Chiefs of Staff and the military services to validate their

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correlation with strategy, planning guidance, fiscal programming and budget guidance.

- Conducted individual studies of a broad range of issues relative to each of the military services, their requirements and their capabilities.
- Planned, budgeted for and supervised external analytical support and studies.

### **NATIONAL GUARD BUREAU – 1990 to 1993**

#### **Director, Force Management, Army National Guard**

- Represented Army National Guard interests within the senior level of the Army Staff.
- Modernized the Army National Guard design and force structure for its Post-Cold War role.
- Prioritized the distribution and oversaw the fielding and integration of modern equipment into the Army National Guard units and organizations.
- Participated in three Total Army Analysis cycles, evaluated force requirements, structure needs and determined future directions to study.
- Directed a large staff of military and civilian managers, analysts and integrators.

#### **ARMY & FULL-TIME NATIONAL GUARD INFANTRY AND SPECIAL FORCES OFFICER 1966 to 1995**

- Force Integrator for a Senior US Army Commander and participated in the activation of the 6<sup>th</sup> Infantry Division.
- Director of operations and intelligence at Fort Drum, NY, a position that included nine subordinate operating elements and responsibility for force development during the activation and training of the 10<sup>th</sup> Mountain Division and expansion of the post.
- Served in the New York state military headquarters in command and staff positions for eight years, including commander of the State's leadership academy and secretary of the Joint Staff, which included Army and Air National Guard and the Naval Militia oversight. Gained significant joint exercise experience in these assignments
- Operations and Training Officer for two National Guard Battalions. Regularly participated in joint training exercises with the Air National Guard, Air Force and the Marine Reserve.
- Served two Army tours in Vietnam, one as a Special Forces Officer and the second as an Infantry Commander, separated by eighteen months defending the Inter-German Border. Participated in ongoing joint operations with the Navy and the Air Force including one major amphibious operation in the Republic of Vietnam during December 1968.

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### **EDUCATION**

**THE UNIVERSITY OF THE STATE OF NEW YORK, Albany, NY**  
BS, Liberal Studies, 1988; Business and Political Science

**U.S. ARMY WAR COLLEGE, Carlisle, PA 1991**

**U.S. Army Command and Staff College, Fort Leavenworth, KA 1978**

### **PERSONAL**

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**RICHARD L. MCGRAW**

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**SUMMARY:** Senior general management executive with extensive experience in strategic planning, budgeting, employee relations, corporate communications, issues management, public relations, government relations, lobbying, labor negotiations, social activist group negotiations, corporate philanthropy, investor and shareholder relations and organizational assessment and rebuilding. Significant experience in telecommunications, airline and pharmaceutical industries, not-for-profit and government sectors.

**Recent Experience**

**1992-Present:** Retired. Member of mayor-appointed Convention Center Development Team and Chair Site Selection Committee of that group; Member of the Board of Trustees New Hanover Regional Medical Center and the Medical Center Foundation; Immediate Past Chairman of the Board of Directors of the Landfall Foundation; Chairman, The Acquisition Committee (negotiated purchase of \$40mm country club from the developer); Member Chamber of Commerce Strategic Planning Committee; taught Communications (public relations) at the University of North Carolina at Wilmington for four semesters.

**Previous Work History****1985-1992:**

**Vice President Corporate Affairs, Communications Satellite Corporation (COMSAT)**

- Helped guide this heavily regulated telecommunications company through deregulation and through Congressional reviews of its statutory role;
- Planned and implemented programs effecting a change in the corporate culture;
- Managed the public, internal, and investor relations aspects of merger attempts and acquisitions; and
- Reduced the corporate communications staff from 22 to 12, while building the public affairs capability in the operating units.

**1983-1985:**

**Senior Vice President, Eastern Air Lines**

- My major focus was trying to keep investors, lenders, shareholders and customers happy at a time when labor-management relations were at their worst;
- Responsible for customer relations, community relations, government affairs, employee communications, administration of the frequent flyer program and baggage claims. Supervised a staff of 50+.

McGraw, Richard, page 3

**1979-1983:**

**Vice President Administration, Communications and Public Affairs, Pharmaceutical Group, GD Searle & Co.**

- Established the communications function in the primary group of this corporation; recruited and hired the staff for it; prepared the strategic plan and budget
- Developed and successfully implemented the first consumer-focused marketing/public relations plan designed to create consumer demand for prescription pharmaceutical products in the United States.
- Developed and directed the public affairs support for the launch of scores of products in 15 countries; directed the public relations aspect of what is regarded as the most successful introduction of a food product in the U.S. (NutraSweet and Equal); increased market share on several product lines through well planned and executed communications plans.

**1977-1979:**

**Executive Director and Chief Executive Officer, Alliance to Save Energy**

- Established, recruited staff for, raised funds and wrote policies, procedures and strategy for this not-for-profit corporation promoting energy conservation.

**1973-1977:**

**Deputy Under Secretary, Field Operations, U.S. Department of Housing and Urban Development**

- Directed the nationwide operation of the Department's 87 field offices including 15,000 employees.

**Chief of Staff, U.S. Department of Housing and Urban Development for two Cabinet Officers, James T. Lynn and Carla Hills.**

**1971-1973:**

**Regional Public Affairs Director, U.S. Internal Revenue Service**

- Directed the public affairs operations of the IRS in the six-state Philadelphia Region.

**1955-1971:**

**Military Service interrupted by school**

**Education:**

**M.A., Communications, Michigan State University, 1968**

**B.A., Journalism, Washington State University, 1964**

**Other:**

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**REGINA F. MEINERS**

(b)(6)

**Summary of Qualifications**

Demonstrated experience as executive level manager, senior analyst, organizational and management advisor, writer and presenter. Proven contributions at multiple levels of the Department of Defense as reflected through the planning, direction and execution of complex analysis and evaluation activities, organizational representation, and the development and leadership of programs and people through a dedication to the pursuit of strategic goals and objectives.

**Current Assignment**

Special Assistant for Executive Headquarters Mar 2002-Present  
Reform and Modernization, ES-301  
Office of the Director for Administration and Management  
Office of the Secretary of Defense

Serves as staff focal point and advisor to the Director, Administration and Management on the development, coordination and evaluation of the conceptual plans and implementation strategies for the OSD and/or DoD-wide organizational and management initiatives pursued under the Executive Headquarters Review. Serves as technical advisor to the Executive Secretary, Senior Executive Council/Executive Headquarters Review on a broad range of organizational, management, and workforce initiatives aimed to advance the reform of the OSD corporate headquarters structure, improve the quality of DoD policies and programs, and streamline Departmental methods, processes and systems.

**Previous Experience**

Director for Organizational and Oct 2001-Mar 2002  
Management Planning (Interim), ES-301  
Office of the Director for Administration and Management  
Office of the Secretary of Defense

Advised and assisted the senior DoD leadership on, and implemented improvements to, functional, organizational, and managerial arrangements for the planning, development, oversight, and execution of OSD/DoD-wide policies, plans, and programs. Organized, managed, and supervised the professional work activities and staff personnel assigned to the Directorate.

Acting Deputy Director, Organizational and Management Planning/  
Senior Management Analyst, GS-343-15  
Office of the Director for Administration and Management  
Office of the Secretary of Defense

Jul 2001-Oct 2001

Assisted the Director, Organizational and Management Planning in organizing, managing and supervising the professional work activities and staff personnel assigned to the Directorate. Provided advice to the DoD leadership on, and implemented improvements to, functional, organizational and managerial arrangements for the planning, development, oversight, and execution of OSD/DoD-wide policies, plans, and programs.

Management Analyst, GS-343-14/15  
Directorate for Organizational and Management Planning  
Office of the Director for Administration and Management  
Office of the Secretary of Defense

Mar 1986-Sept 2001

Conducted studies and analyses, and planned and executed projects aimed to improve functional, organizational, and managerial arrangements for the development, oversight, and execution of OSD/DoD-wide policies, plans, and programs. Provided advice and assistance to senior OSD/DoD leadership on a wide range of organizational and management design, reform, and reduction initiatives in support of Administration priorities.

### **Education and Professional Training**

University of Maryland, College Park, MD, BA in Political Science  
California State University-Long Beach, Long Beach, CA  
Master of Public Administration  
Presidential Management Intern Program  
Federal Executive Institute; Leadership for a Democratic Society

December 1977  
May 1979  
1979-1981  
Mar-June 2001

### **Awards**

Department of the Army Commendations  
Commanders Award for Civilian Service  
Department of the Army Certificate of Achievement  
Secretary of Defense Meritorious Civilian Service Award  
Office of the Secretary of Defense Special Act Award  
Outstanding Performance Appraisals

1979-1982  
1982  
1982/1988  
2001  
2003  
1979-2003

Skills:

Mr. Menig is an experienced management consultant, analyst, and manager. He has strong teaming and analytical skills developed during client-based private sector consulting and military service. Mr. Menig is a skilled management analyst superb at reducing complexity and focusing attention on workable solutions. An accomplished briefer and writer, Mr. Menig has briefed senior government officials in federal agencies and documents he authored have been the basis for decisions by many senior officials. Mr. Menig has implemented programs for organizational change, process improvement, management control, and information security management.

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based on a Single Scope Background Investigation completed on April 29, 1997; active, April, 1997.

Experience:

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Nov 1996 - Present, Managing Consultant (b)(6)  
SOZA & Company

5113 Leesburg Pike, Suite 901 Falls Church, VA 22041

Serving as the Director of Administrative Support for the Office of the Special Assistant to the Secretary of Defense for Gulf War Illnesses, Medical Readiness, and Military Deployments, Mr. Menig directs a professional team in providing administrative support for this high level DoD office. Support includes organizational and manpower analysis and planning; office management; records management; military and civilian personnel management; and document management including clearance for public release, printing, and distribution. In the area of organizational and manpower planning, Mr. Menig prepared and coordinated a complex set of actions to establish the Office of the Special Assistant as a permanent organization in the immediate office of the Secretary of Defense. This work resulted from Mr. Menig's careful analysis of lessons learned by managers and investigators who conducted DoD's investigation into factors that contributed to the illnesses experienced by many Gulf War veterans. Mr. Menig's analysis identified a group of functions that, if performed, would enable DoD to better safeguard the health of deployed forces and better respond to force health issues that arise in the future. With these functions as a base, Mr. Menig drafted an organizational charter, prepared the decision documents, which were later approved by the Deputy Secretary of Defense, and prepared the documents and managed the process to establish and hire the military and government civilian personnel to staff the new organization. Mr. Menig also manages the staff action control process and ensures the completeness and correctness of Congressional and other sensitive correspondence. Mr. Menig directs the coordination of all reports among DoD and other government agencies including the National Security Council, Departments of Veterans Affairs and Health & Human Services. He coordinates directly with officials at these agencies in the resolution of comments and issues. Mr. Menig directs the records management program for the Office of the Special Assistant. This effort entails the development of the program for archiving records with the National Archives and Records Administration of over 10 million records collected and analyzed during DoD's investigation of Gulf War illnesses and other deployment related investigations. Mr. Menig manages the processes for gaining approval from the Office of Management and Budget for surveys and information collections from members of the public. He has briefed OMB officials to gain their approval of public information collections being requested by the Office of the Special Assistant. In support of DoD outreach efforts to Gulf War veterans, Mr. Menig also plans and implements mass mailings to share information with veterans and the public; single mailings have been as large as 141,000. Mr. Menig reviews the release of records containing information covered by the DoD Privacy Program and manages and provides technical support for the processing of Freedom of Information Act requests received by the Office of the Special Assistant.

Supervisor: (b)(6)

Feb 1995 - Jun 1996, Information Security Manager (b)(6)  
Integrated Management Services, Inc

Serving as the Information Security Department Manager on the NASA Headquarters Information Resources & Management Support contract, Mr. Menig implemented technical and management support for the NASA Headquarters Automated Information Security program. He met frequently with functional managers in charge of agency-wide processes and automated systems. With the full cooperation of agency managers, Mr. Menig developed work plans, and led a team of information security professionals in conducting automated information system security evaluations, system and network risk analyses and assessments, and system certification reviews.

Supervisor: (b)(6)

May 1992 - Feb 1995, Project Director (b)(6)

Irving Burton Associates

Mr. Menig implemented the firm's contracts with the Government to provide program management support services to the Defense Medical Program Activity, a support activity of the Office of the ASD(Health Affairs) responsible for developing medical automated information systems for DoD. Mr. Menig managed a twenty-five member project team of senior consultants and analysts with diverse technical and analytical skills to accomplish tasks for the DoD Activity in the areas of financial management, management control, Federal contracting, program and project management support, and technical programs for computer security and computer/electronic accommodations for the disabled. Mr. Menig defined and managed detailed work assignments to meet the client's expectations in each task area. He monitored performance and costs and prepared reports and presented briefings to functional managers to keep them informed of progress in task areas. Mr. Menig supervised project team members in resolving complex issues to ensure both the client's expectations and corporate quality standards were met. Mr. Menig led an organizational development engagement to facilitate the internal reorganization of the Activity, including the realignment and validation of functions, and preparation of a draft charter to more clearly define responsibilities of the Activity for the development of medical automated information systems vis-a-vis the military departments.

Supervisor (b)(6)

Jun 1987 - May 1992, Senior Management Analyst (b)(6)

Irving Burton Associates

Mr. Menig developed programs and conducted studies for the DoD, the Federal Deposit Insurance Corporation (FDIC), and the Environmental Protection Agency (EPA) for the implementation of Federal requirements for Automated Information Security, Information Resource Management, Management Control, Strategic Planning and Personnel Management. For the Office of the ASD(Health Affairs), Mr. Menig developed and implemented a management program for ensuring security safeguards are built into medical automated systems developed for deployment throughout DoD. The program ensured compliance with the Privacy Act and Freedom of Information Act, and established procedures for risk analysis, technical security evaluations, system certification, and accreditation. Mr. Menig managed a five-person security team that worked closely with Health Affairs managers and private sector system developers in the implementation of security safeguards for over thirty DoD information systems. Mr. Menig authored a security handbook, Automated Information System Security -- A Life Cycle Model, which describes actions needed to implement security throughout the phases of a system's life cycle. He also restructured the Defense Medical Program Activity's Management Control program so the program met statutory requirements. He developed procedures for integrating periodic risk assessments, process reviews, and Information Resources Management (IRM) reviews into the organization's core business practices. He developed action plans and conducted management training. For FDIC, Mr. Menig conducted an analysis of information security requirements and developed detailed guidelines for safeguarding sensitive information. This work involved the analysis of Federal legal and regulatory requirements applicable to the FDIC, fact-finding to determine how information policies were being implemented in extant security safeguards, and development of user-oriented information security guidelines which incorporated the best practices of Federal and industry security managers. For EPA, Mr. Menig conducted a Workforce Utilization Review of its nationwide research and development (R&D) laboratories. The Review enabled EPA's Office of Research and Development and its national laboratory directors to develop strategic approaches to matching workforce skills to future research strategies. This work consisted of analyzing workforce data, coordinating interventions with laboratory directors to alleviate concerns of laboratory personnel and union officials, in-depth interviews with staff and directors at national EPA laboratories, and the preparation of briefings and reports for EPA managers.

Supervisor (b)(6)

Mar 1966 - Jun 1987, Commissioned Officer (b)(6)

U.S. Army

Mr. Menig's military service was characterized by a variety of challenging command, staff and teaching assignments of increasing responsibility culminating in senior staff positions with the Army Staff and the Joint Chiefs of Staff. As a Joint Staff manpower planner, Mr. Menig managed the Joint Manpower Branch. He led a team of analysts that reviewed, validated, and defended manpower requirements for unified commands and joint activities. He briefed the Chairman of the Joint Chiefs of Staff in preparation for meetings of the Joint Chiefs and briefed the Joint Chiefs on significant joint manpower issues. In response to questions from Congress on the officer manning practices of the services, Mr. Menig conducted an analysis of officer manning trends and briefed his findings to the Secretary and Deputy Secretary of Defense and the Joint Chiefs in a combined meeting. Mr. Menig also frequently coordinated with the OSD staff to ensure joint activities complied with management headquarters

## Experience

**Center for Strategic and International Studies, Washington, D.C. (2001 to present)**

***International Security Program***

***Senior Fellow and Director for Asia***

***Director, Southeast Asia Initiative***

- Conceive, develop, implement and manage wide variety of programs related to U.S.-Asia and Asian intra-regional affairs. Conduct all fund-raising for annual \$1 million + program. Lead team of four, and manage budgets that have resulted in large annual surpluses.
- Programs focus on China's foreign and security policy, the cross-(Taiwan) Strait security situation; the future of the U.S.-Japan and U.S.-ROK alliances; North Korea; Asia-Pacific maritime security; development of East Asian regional identity and institutions; U.S. perspectives toward Southeast Asia; and U.S.-India relations, particularly as they relate to East Asia.
- Established CSIS's first dedicated Southeast Asian studies program. Includes monthly newsletter, regular roundtables, annual international conference, and major study on the future of U.S. relations with allies (Thailand, Philippines) and other emerging partners (Indonesia, Malaysia, Singapore, Vietnam).
- Convener/Chair, *East Asia Strategy Group*, a regular breakfast meeting with select members of the Washington community to spotlight key issues of regional security.
- Organizer/Chair of annual one- to two-week Executive Programs: for Taiwan Ministry of National Defense (in cooperation with Georgetown University, 2001-2008), Japanese Foreign Ministry (2007-2008) and Japanese Defense Ministry (2006-2008).
- Co-chair/Organizer, "Dialogue among a New Generation on the Future of the U.S.-Japan Alliance" (*Katsudon Club*), a regular roundtable among a younger generation of U.S. and Japanese specialists to address U.S.-Japan alliance issues.
- Co-chair, "U.S.-Korea Study Group," a regular roundtable among a younger generation of U.S. Asia hands to examine the future of the U.S.-Korea alliance; sponsored by the ROK's Ministry of Unification.
- Specific studies and reports have included, *inter alia*:
  - "China: The Balance Sheet." Three-year initiative begun in 2005, in cooperation with CSIS Freeman Chair and the Peterson Institute for International Economics, to provide comprehensive, integrated, and objective facts and analysis to U.S. public, media, and legislators concerning China.
    - First phase resulted in publication of commercial book. Second phase resulted in May 2007 compendium. Third phase to result in another co-written commercial book. (See under *Publications* below) Notebook of one-page summaries regularly updated for media and Capitol Hill, and posted on dedicated website ([www.chinabalancesheet.org](http://www.chinabalancesheet.org)).
  - "U.S.-China Strategic Dialogue." Developed process of annual meetings between CSIS and China Reform Forum, under Zheng Bijian, to discuss critical issues in bilateral relations. Premier Track 2 vehicle for bilateral dialogue, as endorsed by Chinese President Hu Jintao in April 2006.
  - "Bridging Strategic Asia: The United States, Japan, and India." Trilateral dialogue conducted in two phases among younger specialists to examine common interests and potential cooperation among the three powers. To result in conference reports and edited volume. 2007-8.
  - "Strategy and Sentiment: South Korean Views of the United States and the U.S.-ROK Alliance." Publication: June 2004.
  - "Blueprint for U.S. Policy Toward a Unified Korea." Publication: August 2002.
- Lecturer on Asian affairs: Yale University, Princeton University, Georgetown University, Penn State University, Grinnell College, Peking University (China), Renmin (People's) University (China), Moscow State University (Russia), Myongji University (Korea).
- Participant in numerous governmental and non-governmental study groups, and public and private events with U.S. and international counterparts to address contemporary Asian foreign and security policy.

**Peking University, School of International Studies (April to June 2007)**  
*Visiting Scholar.* Served as lecturer and on Chinese foreign and security policy at China's premier academic institution.

**Booz-Allen & Hamilton Inc.**  
*Independent Consultant.* Provided advice and insight concerning Taiwan's political and social environment to Virginia-based consulting firm involved in assisting Taiwan (ROC) government with defense and homeland security needs. (2002 - 2006)

**United States Department of Defense, Washington, D.C.**  
**Office of the Secretary of Defense, International Security Affairs, Asian and Pacific Affairs (OSD/ISA/AP)**  
*Special Assistant: Senior Country Director for China, Mongolia, Hong Kong and Taiwan; Deputy Director for Regional Security Affairs; Country Director for Japan; Senior Country Director for Maritime Southeast Asia (Philippines, Indonesia, Malaysia, Brunei, Singapore).* (1997 to 2001)

- Managed day-to-day oversight of defense and military relationship between the United States and nations in the region, including China, Japan, and maritime Southeast Asia.
- Principal author, *1998 East Asia Strategy Report (EASR)*, a public document outlining DOD security strategy and vision for the Asia-Pacific region. Served as primary working-level point of contact, both publicly and within DOD, on Asia-Pacific regional security strategy.
- Served as lead Department of Defense representative at multilateral Asian security forums, including ASEAN Regional Forum and (Track II) Northeast Asia Cooperation Dialogue.
- Received *Office of the Secretary of Defense Award for Exceptional Public Service*, January 2001.

**National Democratic Institute for International Affairs, Washington, D.C.**  
*Senior Program Officer, Asia, Former Soviet Union, 1996-97*  
*Program Officer, Asia, 1993-96*

- Developed NDI's long-term programmatic approach to Asia.
- Conceived, organized, managed, and conducted trainings in support of a variety of democratic development programs in new and emerging democracies, including Armenia, Burma, Cambodia, Georgia, Pakistan, and Thailand. Programs included political party training, electoral processes, legislative development, local governance, and civic education/organization. Managed NDI representatives in overseas field offices. Prepared background papers and terms of reference for program operations.
- Producer, *Aung San Suu Kyi*, a 10-minute testimonial video produced for NDI's 1996 W. Averell Harriman Democracy Award luncheon honoring the Burmese democracy leader. Conceived and directed the project, including extensive interview with subject.
- Edited and managed production of NDI publication "Making Every Vote Count: Domestic Election Monitoring in Asia," published in May 1996.
- Administrative requirements included drafting project proposals and regular program reports to funding agencies, including the United States Agency for International Development and the National Endowment for Democracy. (8/93 to 4/97)

**United Democratic Campaign (Clinton-Gore, Boxer, Feinstein)**  
**Los Angeles, CA**  
*Logistics and Operations Manager, Field Program.* Oversaw all administrative details of Southern California field program for 1992 Democratic Political Campaign, spanning 20 offices in 12 regions from San Luis Obispo to San Diego. Wrote and managed half-million dollar budget, including maintenance of more than 100 paid staff members. Served as spokesperson to regional and international delegations. Designed flyers, signs and shirts for visibility. (9/92 to 11/92)

**American Enterprise Institute, Washington, D.C.**  
*Intern, China Studies Section.* Assisted analysts in editing and researching topics for publication and distribution. (1/92 to 8/92)

**The China Post, Taipei, Taiwan**

*Copy Editor*, business, editorial and local news pages of the largest English-language daily newspaper on Taiwan. (12/88 to 6/89)

**California Campaign '88 (Dukakis/Bentsen), Los Angeles, CA**

*Personnel Director*, Field Operations. Managed more than 500 grass-roots organizers for first field operation ever organized in California for a presidential campaign. (8/88 to 11/88)

**Senator Edward M. Kennedy, Washington, D.C.**

*Assistant to Senior Foreign Policy Adviser*. Supervised and coordinated support activities of foreign policy office. Drafted speeches and press statements. Handled constituent casework. (6/86 to 8/88)

**Education****Fletcher School of Law and Diplomacy, Tufts University, Medford, MA**

*Master of Arts in Law and Diplomacy (M.A.L.D.)*, 1991

Fields of Study: United States Diplomatic History, East Asian Diplomatic History, Public International Law.

Awarded Foreign Language and Area Studies (FLAS) Fellowship for 1990-91 school year.

Participant in North Pacific Seminar, Seoul, Korea, 5/28/91 to 6/11/91.

**Nanjing University, Nanjing, China**

Studied Mandarin Chinese language. (6/90 to 8/90)

**University of Virginia, Charlottesville, VA**

*Bachelor of Arts*, 1986.

Major: Foreign Affairs with concentration in Soviet Studies. Minor: Religion

**Miscellaneous**

*Reporter*, Tiananmen Square student demonstrations/Gorbachev state visit, live via telephone from Beijing, China, for "Live at Five," WTNH-TV, New Haven, CT. (5/89)

*Pianist*, social events in and around Washington, including public and private functions for Senator Edward M. Kennedy and Mrs. Robert F. Kennedy.

**Publications (selected)***Books/Chapters*

Co-author (with C. Fred Bergsten, Bates Gill, and Nicholas Lardy), *China's Rise: Challenges and Opportunities*, Petersen Institute for International Economics Press, 2008. Author of three chapters: "China and the World," "Why Does the United States Care About Taiwan," and "China's Military Modernization."

"China and the Developing World," "China and Russia," and "China and India," from *The China Balance Sheet in 2007 and Beyond*, edited by C. Fred Bergsten, Bates Gill, Nicholas Lardy, and Derek J. Mitchell, Center for Strategic and International Studies and the Petersen Institute for International Economics, May 2007.

Co-author (with C. Fred Bergsten, Bates Gill, and Nicholas Lardy), *China: The Balance Sheet – What The World Needs To Know Now About the Emerging Superpower*, PublicAffairs, 2006. Author of chapter entitled "China's Foreign and Security Policy: Partner or Rival?"

Co-editor (with Joshua Eisenman and Eric Heginbotham), *China and the Developing World: Beijing's Strategy for the 21<sup>st</sup> Century*, ME Sharpe, 2007. Author (with Carola McGiffert) of opening chapter, "Expanding the 'Strategic Periphery': A History of China's Interaction with the Developing World."

"U.S. Self-Image: Pride and Vulnerability in a Changing World," from *Chinese Images of the United States*. CSIS. Carola McGiffert, ed. May 2005.

"Indonesia: Resentment, Suspicion, and Domestic Politics on the 'Second Front'," from *Balancing and Bandwagoning in the War Against Terror*. CSIS. Daniel Benjamin, ed. May 2005.

"Taiwan's 'Hsin Chu' Program: Deterrence, 'Abandonment,' and Honor," from *The Nuclear Tipping Point: Why States May Reconsider Their Nuclear Choices*. Kurt M. Campbell, Robert J. Einhorn, Mitchell B. Reiss, eds. Brookings Institution Press. 2004.

# Thomas Mitchell Quek

(b)(6)

## **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**

(b)(6)

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

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- 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**

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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

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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.

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### **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.

**LANGUAGE SKILL**

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**EDUCATION -- Civilian**

Goldey-Beacom College,  
Wilmington, Delaware

Graduated May 1998

- Majored in Business Administration with Concentration in Management.

University of Delaware,  
Newark, Delaware

Commissioned Dec 2000

U.S. Army Reserve Officer Training Corps program.

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

**REFERENCES--** *Enclosed.*

**THOMAS B. MODLY**

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**PROFESSIONAL EXPERIENCE**

**2002-present OFFICE OF THE SECRETARY OF DEFENSE, Washington, DC**  
***Executive Director, Defense Business Practice Implementation Board***

Reporting to the Under Secretary of Defense (Comptroller), responsible for management of the Secretary of Defense's business practice advisory board. Board consists of 20 senior executives from the private sector tasked with providing findings and advice to the Secretary of Defense and the Senior Executive Council. Information on the Board may be found at [ww.dod.mil/dbb](http://ww.dod.mil/dbb).

**1998-2001 ICONIXX CORPORATION, Bethesda, MD**  
***Co-Founder***  
***Vice President-Corporate Development***  
***Senior Practice Leader-Financial Services Practice***

Founding member of executive management of leading Internet consulting services firm. Responsible for strategy and merger and acquisition activity that grew business from 7 original employees to over 550 in less than 18 months. Firm engaged in e-services consulting with skills ranging from digital strategy, user interface design and development, application integration and network systems architecture.

**1996-1998 OXFORD ASSOCIATES, Bethesda, MD**  
***Vice President***

Strategic management consultant specializing in the *Go-to-Market* process and *Merger and Acquisition* value realization strategies. Projects engaged with a variety of international firms in high technology, financial services, and manufacturing. Responsible for managing multiple person fulfillment teams and team marketing initiatives.

**1992-1996 UNC INCORPORATED, Annapolis, MD**  
***Director, Corporate Development and Strategic Planning***

Responsible for strategic planning and merger and acquisition activity for \$500 million NYSE aviation company. Specific duties included target identification, financial analysis, negotiation, and due diligence management. Concurrently responsible for five-year strategic plan for the corporation and for development and implementation of corporate culture change and process improvement initiatives.

**1987-1990 UNITED STATES AIR FORCE ACADEMY, Colorado Springs, CO**  
***Assistant Professor of Political Science***

Developed and taught undergraduate courses in American Government, International Relations, and National Security. Served as honorarium professor to the University of Colorado at Colorado Springs. Awarded *Meritorious Service Medal* in recognition of "outstanding initiative, dedication and innovation."

1985-1987    **UNITED STATES NAVY, USS NASSAU (LHA-4), Norfolk, VA**  
***Command Helicopter Pilot and Legal Officer***

Piloted essential search and rescue/utility missions in the UH-1N helicopter. Responsible for all legal processes on board 900 person command.

- Recommended for early promotion and early designation to Helicopter Aircraft Commander.
- Completed Naval Legal Justice School with *Honors*.

#### **EDUCATION**

**Harvard Graduate School of Business Administration, Boston, MA - 1990-1992**  
*Masters in Business Administration – Business, Government, Strategy, Second Year Honors*  
Elected Section Educational Representative

**Georgetown University, Washington, DC - 1983-1984**  
*Master of Arts - Government. Major - International Relations; Minor - Political Theory*  
Seminar research article on Japanese Defense Policy published by *Naval War College Review*.

**United States Naval Academy, Annapolis, MD - 1979-1983**  
*Bachelor of Science, with Distinction*  
Served as Company Commander, Exchange Midshipman to the Brazilian Navy, and Elected by faculty to Pi Sigma Alpha, National Political Science Honor Society.

#### **ADDITIONAL PROFESSIONAL ASSIGNMENTS/RECOGNITION**

2002        **GOVERNOR BOB EHRLICH TRANSITION TEAM—IT ADVISORY COMMITTEE**

1997        **NATIONAL FINALIST, WHITE HOUSE FELLOWS PROGRAM**

1989        **US DEPARTMENT OF DEFENSE**  
*Office of the Secretary of the Navy*  
*Interim Special Assistant*

1988        **UNITED STATES DEPARTMENT OF STATE**  
*Office of the Ambassador-at-Large for Counterterrorism*  
*Interim Special Assistant*

Stephen R. Moffitt

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**Senator Don Nickles (R-OK), Assistant Republican Leader**      **February 2000 to Present**  
**Legislative Director**      **Washington, DC**

Establish a legislative agenda in consultation with the Senator. Direct the legislative staff of eight people, serve as a resource to the legislative staff, advise the Senator on legislative matters and review constituent mail.

**Senator Don Nickles (R-OK), Assistant Republican Leader**      **Feb. 1994 to Feb. 2000**  
**Legislative Assistant**      **Washington, DC**

Brief the Senator on votes and hearings, meet with constituents and lobbyists on policy matters, develop legislative initiatives, write speeches, letters and op-eds.

**Congressman Jim Saxton (R-NJ)**      **March 1992 to February 1994**  
**Legislative Assistant**      **Washington, DC**

Brief the Congressman on votes and hearings, meet with constituents and lobbyists on policy matters, develop legislative initiatives, write speeches, letters and op-eds. Served as the Congressman's point-man in researching and developing a strategy in the successful effort to save McGuire Air Force Base, NJ from closure.

**Defense Base Closure and Realignment Commission**      **April 1991 to December 1991**  
**Press Assistant**      **Washington, DC**

Wrote press releases, press advisories, speeches, assisted in the coordination of press conferences and public hearings and answered press inquiries.

**Utah Manufacturers Association**      **January 1991 to March 1991**  
**Legislative Assistant**      **Salt Lake City, UT**

Monitored and tracked legislation impacting businesses across Utah. Recruited new members.

**California Governor's Office**      **April 1990 to June 1990**  
**Intern**      **Washington, DC**

Created and designed a program for a major tourism and product promotional event.

**The Daily Universe**      **September 1989 to April 1990**  
**Assistant Style Editor/Sports Editor**      **Provo, UT**

Managed eight student reporters. Evaluated their stories for news content and use in the paper.

**Education and Miscellaneous**

Education:      **Brigham Young University, August 1990, Bachelor of Arts --Public Relations, GPA 3.4**

Volunteer:      **Scoutmaster**

Author:      **Three Children's books and the creative idea for another**

Personal:      **Married, three children. Sports and outdoors. Willing to relocate. Traveled to 31 countries.**

References and writing samples upon request

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DHS (MCHP) v. Vasquez

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# John M. Molino

## Summary

Experienced government relations/legislative affairs executive with strong background, excellent interpersonal skills, and documented track record of achievement.

## Legislative Affairs

Twelve years experience in highly demanding legislative affairs positions, communicating a clear message to the US Senate and House of Representatives - first on the staff of the Secretary of the Army, later in the Office of the Secretary of Defense, and currently as Director of Government Affairs for the Association of the United States Army. Experience gained as a Legislative Assistant to a US Senator is used to advise the Association president on the intent and direction of the Congress. Organize timely and appropriate grassroots efforts. Testify before congressional committees. Represent Association in public forums. Write several monthly newspaper articles, tracking legislation and providing detailed analysis. Develop strategies for Association's interaction with Congress. Orchestrate visits with members of Congress and their staffs. Vast experience in personnel, health care, recreation, family services, training, education, and compensation issues. Build coalitions.

## Management

Ten years of personnel management experience in positions of increasing responsibility. Initiate and manage newly formed programs. Improve cost effectiveness, productivity, and management efficiency world-wide as a consultant on a management assistance team, conducting thorough operational reviews and recommending management improvements to agency chiefs throughout the country. Hands on involvement as the chief of personnel management and personnel actions. Purview included assignments, promotions, dismissals, awards, utilization, and other management initiatives.

## Administration

Ten years of executive level administrative experience serving on several occasions as the chief administrative officer, facilitating all administrative support. Prepare and review executive correspondence. Publish weekly organization bulletin. Allocate office space. Budget for travel and supplies. Automate a manual system of suspense control and office management. Planned, organized, and oversaw an international conference of NATO representatives. Coordinated agendas, reviewed program plans, arranged for spontaneous translations, and reconciled appropriate international equivalencies.

## Academic

Executive Seminars Program, Kennedy School of Government, Harvard  
MA in Human Relations, Webster University, St. Louis  
BA in History, Saint Peter's College, New Jersey

## Personal

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# John M. Molino

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## Career History

Feb 97 - Present

Director, Government Affairs, Association of the United States Army. Principal advisor to the association's president on congressional issues and initiatives. Primary point of contact for the 100,000 individual member nonprofit association. Organize grassroots efforts extending throughout the country. Represent the association in a 30-member coalition of association with similar interests, representing more than five million members. Author a monthly newspaper column of opinion, a weekly electronic legislative newsletter, and occasional feature stories. Testify before Congress on issues impacting the association's membership.

Jul 96 - Feb 97

Legislative Assistant, United States Senate. Senior staff member for national security and veterans issues for a United States Senator. Conducted oversight visits with and in lieu of the senator. Built coalitions and fostered successful working relationships with the staffs of other senators of both parties. Conducted liaison with the Executive branch on issues within my purview. Researched initiatives, staffed hearings, and made public appearances. Service was truncated when the senator announced his retirement.

Dec 94 - Jul 96

Assistant Director, Government Affairs, Association of the United States Army. Communicated the position of the 100,000-member association to Congress in support of the US Army as an institution and regarding specific current issues impacting the entire Army, as well as its individual members. Developed from nothing a grassroots organization to communicate hometown sentiment to members of Congress. Represented the association on Capitol Hill and in the general public. Authored several articles monthly, tracking and analyzing legislation and the legislative process. Testified before Congress and spoke in public forums. Represented the association in a consortium of 23 issue-related associations representing more than 3 million members.

Jun 92 - Dec 94

Legislative Assistant for Personnel and Reserve Affairs, Office of the Secretary of Defense. Focal point for communication between the Department of Defense, the military departments, members of Congress, and their professional and personal staffs on policies relating to personnel; compensation and benefits; morale, welfare and recreation; family services; and training and education. Guaranteed a clear and focused message reached Congress in an ironic era when decreasing budgets and a smaller Department of Defense came face to face with increased danger throughout the world. Prepared Department representatives (at the Under and Assistant Secretary level) for approximately 12 appearances before congressional committees each session of Congress.

# **John M. Molino**

## **Career History (cont'd)**

**Jan 90 - Jun 92**

Legislative Assistant for Personnel, Reserve, and Health Affairs, Office of the Secretary of the Army. Central point of contact for communication between the Army, members of Congress, and their professional and personal staffs on policies relating to personnel, compensation and benefits, training and education, health care, and family services. Coordinated with the Office of the Secretary of Defense, Assistant Secretary of the Army, the Army Staff, the National Guard Bureau, the Army Reserve, and the Army Surgeon General. Primary advisor to the Army's leadership on congressional subjects within area of expertise.

**Jun 88 - Jan 90**

Assistant Executive and Chief of Administrative Services, Office of the Chief of Legislative Liaison. Supervised the administrative support and the flow of information in the personal office of the Chief of Legislative Liaison, the Secretary of the Army's principal advisor for communication with the Congress. Budgeted for the organization's annual operation and travel expenses. Managed the assignment, reassignment, and professional development of organization personnel.

**Aug 86 - Jan 88**

Chief of Military Personnel, The Joint Staff. Managed assignment, replacement, and personnel actions of the more than 1200 military assigned to the Organization of the Joint Chiefs of Staff. Designed and staffed policies to accommodate new legal prescriptions reforming promotion procedures for each military service. Originated and guided to completion an internal restructuring of the nation's senior military staff. Supervised automation of the personnel management and awards recognition systems, improving services and cost effectiveness.

**May 85 - Aug 86**

Personnel Management Officer, US Army Europe. Reviewed and verified requirements for replacement of soldiers assigned throughout Europe, one year in advance of their scheduled return to the US. Analyzed more than 180,000 individual positions, distributed among 300 diverse occupational specialties, with a view toward making available inventory match future need, while maintaining manpower levels within a narrow tolerance dictated by international agreement.

**Jun 84 - May 85**

Management Consultant, Army Personnel Management Assistant Team. Reviewed all operational aspects and evaluated the efficiency of Army personnel offices throughout the country, identifying specific management challenges and recommending solutions and alternative approaches. Assistance visits increased efficiency and productivity, while improving customer service Army-wide.

# **John M. Molino**

## **Career History (cont'd)**

Jan 81 - Jun 84

Chief of Personnel Actions and, later, Chief of Personnel Management for the 25th Infantry Division. Managed the flow of every major personnel action, to include voluntary and involuntary releases from active duty, responses to congressional inquiries, investigations into duty and non-duty related accidents and injuries, and military awards. Designed and developed a quality-based reenlistment program, acknowledged as the best of its kind in the Army. Supervised personnel management support to the 10,000 person infantry division, including all assignments, reassignments, promotions, utilization, and other management initiatives. Planned for and submitted requests to replace known and unforeseen losses to ensure readiness and the continued assignment of qualified personnel.

1974 - 1981

Successive assignments with increasing leadership and management responsibility. Some examples: Chief Administrative Officer, initiate and manage the automation of administration and personnel management of a 1500 person organization. Establish a contingency data base of retirees, evaluate its accuracy, and identify program improvements. Plan and coordinate official visits of foreign and domestic dignitaries. Schedule individual and unit training for a 1,000 person organization.

## **Education**

### *Civilian*

Executive Seminars Program, Kennedy School of Government, Harvard  
MA in Human Relations, Webster University, St. Louis, Missouri  
BA in History, Saint Peter's College, New Jersey

### *Military*

The Armed Forces Staff College  
The Adjutant General's Officer Advanced Course  
The Armor Officer Basic Course

Winner of the MacArthur Award for writing achievement at the Armed Forces Staff College class.

**FRANK O. MORA**

Curriculum Vitae

**Office:**

Department of National Security Strategy  
National War College  
National Defense University  
Ft. McNair; 300 D Street, SW  
Washington, DC 20319-5078  
(202) 685-4429 Tel.  
(202) 685-4654 Fax  
[moraf@ndu.edu](mailto:moraf@ndu.edu)

**Home:**

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**Languages**

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**EDUCATION:**

UNIVERSITY OF MIAMI. Doctor of Philosophy in International Affairs, December 1993.  
Dissertation: "The Political Economy of Peripheral States in the Post-Cold War Era: The Case of Paraguay." Dissertation funding provided by the Institute for the Study of World Politics. Advisor: Enrique A. Baloyra

UNIVERSITY OF MIAMI. Master of Arts in Inter-American Studies, June 1989. Thesis: "Paraguayan Foreign Relations, 1811-1989."

CENTRAL AMERICAN INSTITUTE FOR INTERNATIONAL STUDIES. Certificate in Central American Studies. Fulbright/OAS Summer Fellowship. San Jose, Costa Rica, Summer 1988.

THE GEORGE WASHINGTON UNIVERSITY. Bachelor of Arts in International Affairs, Washington, DC, December 1986.

UNIVERSIDAD CATOLICA DEL PERU, The George Washington University Overseas Program, Fall 1984.

**TEACHING EXPERIENCE:**

PROFESSOR. Department of National Security Strategy, National War College; National Defense University, Ft. McNair; Washington, DC August 2004 -

ASSOCIATE PROFESSOR. Department of International Studies, Rhodes College; Memphis, TN May 2000 - June 2004.

VISITING LECTURER. Department of National Security and Civil-Military Affairs, Western Hemisphere Institute for Security Cooperation; Ft. Benning, GA July 2003.

VISITING ASSOCIATE PROFESSOR. Department of International Studies, University of Miami; Coral Gables, FL August 2002-June 2003.

ASSISTANT PROFESSOR. Department of International Studies, Rhodes College; Memphis, TN August 1994 - May 2000.

LECTURER. History Department, University of Miami; Miami, FL August 1991 - May 1994.

ADJUNCT INSTRUCTOR. Social Science/International Relations Department, Miami Dade Community College; Miami, FL January 1988 - May 1994.

TEACHING ASSISTANT. Seminar on Latin American Economic Development. Graduate School of International Studies, University of Miami; Miami, FL January 1994 - May 1994.

TEACHING ASSISTANT. Seminar on Major Issues in the United States - Latin American Relations. Graduate School of International Studies, University of Miami; Miami, FL September 1993 - December 1993.

INSTRUCTOR. Summer Institute on Hispanic Culture, Multicultural Education Infusion Program, Multicultural Education Department; Broward County, FL June 1993.

ADJUNCT INSTRUCTOR. Comparative Politics. Department of Political Science, Florida International University; Miami, FL August 1992 -December 1992.

TEACHER. U.S. and Latin American History. Belen Jesuit Prep. High School; Miami, FL September 1987 - June 1988.

#### **RESEARCH EXPERIENCE/POSITION:**

VISITING RESEARCH FELLOW. Cuban Research Institute (CRI), Florida International University; Miami, FL 8-29 June 2005.

SENIOR RESEARCH ASSOCIATE. Institute for Cuban and Cuban-American Studies (ICCAS), University of Miami; Coral Gables, FL July 2002-June 2003.

CONTRIBUTING EDITOR. Handbook of Latin American Studies (HLAS), The Library of Congress. Responsible for chapter on International Relations: Hispanic Caribbean; Washington, DC 2000 -

RESEARCH ASSOCIATE. Drug Trafficking Studies Project. North - South Center, Graduate School of International Studies, University of Miami; Miami, FL March

1992 - September 1994.

SENIOR ANALYST. INFO-SOUTH, North-South Center, University of Miami; Miami, FL August 1988 - September 1994.

RESEARCH ASSISTANT. Plans and Programs Department. Inter-American Development Bank; Washington, DC Summer 1987.

#### **ADMINISTRATIVE EXPERIENCE:**

CHAIR. Department of International Studies, Rhodes College, 2000 - 2002.

PRESIDENT. Latin American Studies Association Section on Scholarly Relations with Paraguay, 2000 - 2002.

FOUNDING CHAIR. Latin American Studies Program, Rhodes College, 1996-2000; 2003-2004.

SECRETARY-TREASURER. Latin American Studies Association Section on Scholarly Relations with Paraguay, 1998 - 2000.

CO-FOUNDER. Institute for Latin American Culture (ILAC), Rhodes College/Memphis YMCA, 1997.

FACULTY ADVISOR. Sigma Iota Rho, International Studies Honors Society, 1996-2002.

MEMBER. Editorial Board. Propuestas Democraticas, Asuncion, Paraguay, 1994-1996.

PRESIDENT. GSIS Student Executive Committee, Graduate School of International Studies, University of Miami; Miami, FL September 1991 - April 1992.

#### **FELLOWSHIPS, GRANTS AND AWARDS:**

Senior Latin American Studies Research Fellow, Department of International Studies, Rhodes College, 2001 - 2004.

Meritorious Award for Scholarly Work and Commitment to the Study of Paraguay, National University of Asuncion, Paraguay, June 2000.

J.S. Seidman Research Fellowship, Department of International Studies, Rhodes College, 1996 - 2001.

Institute of National Security Studies (INSS), 1997-1998. Research grant to study the impact of the lifting of the ban on sales of U.S. high performance weapons to Latin America on democratization and hemispheric security.

American Colleges of the South and BellSouth/MacArthur Foundation Grant, 1996. Funding for the introduction and expansion of technology in Latin American studies.

Dorothy Danforth Compton Fellowship for Minority Students of World Affairs, 1992-1993. Dissertation funding provided by the Institute for the Study of World Politics, Washington, DC.

Faculty of the Year Award, 1991-1992. Miami Dade Community College, Wolfson .

Distinguished Hispanic Scholar in International Studies, University of Miami, 1990.

Fulbright/Organization of American States Summer Scholar. Summer Fellowship Program at the Central American Institute for International Studies, San Jose, Costa Rica, 1988.

Pi Sigma Alpha, National Political Science Honor Society, 1986.

Sigma Delta Pi, National Spanish Honor Society, 1986.

Four-year athletic scholarship, The George Washington University, 1982-1986.

## **PUBLICATIONS:**

### **Books and Special Issues:**

The Cuban Military: Power Dynamics in Revolutionary Politics (under contract, Lynne Rienner Publishers).

Paraguay and the United States: Distant Allies (University of Georgia Press, 2007). Co-authored with Jerry Cooney.

Neighborly Adversaries: U.S.-Latin American Relations, 2<sup>nd</sup> edition (Rowman and Littlefield, 2006). Co-edited with Michael LaRosa

Latin American and Caribbean Foreign Policy (Rowman and Littlefield, 2003). Co-edited with Jeanne A.K. Hey

*Cuba: Between Retrenchment and Change*, guest editor and contributor to special issue in Problems of Post-Communism, vol. 48, no. 6 (November/December 2001).

Neighborly Adversaries: U.S.-Latin American Relations (Rowman and Littlefield, 1999). Co-edited with Michael LaRosa.

Politica exterior del Paraguay: 1811-1989 (Asuncion: Centro Paraguayo de Estudios Sociologicos, 1993).

### **Journal Articles:**

"Security in the Hemisphere: A New Approach," Current History vol. 108 (forthcoming, February 2009).

"Cuba's Ministry of Interior: The FAR's Fifth Army," Bulletin of Latin American Research vol. 26, no. 2 (April 2007).

"Generations in the FAR General Officer Corps: Backgrounds, Experiences and Interests," Cuban Affairs, vol. 1, no. 2 (April 2006).

"Military Business: Explaining Support for Policy Change in China, Cuba, and Vietnam," Problems of Post-Communism, vol. 51, no. 6 (November-December 2004).

"Economic Reform and the Military: China, Cuba and Syria in Comparative Perspective," International Journal of Comparative Sociology, vol. 44, no. 2 (2003). Co-authored with Quintan Wiktorowicz

"Explaining Latin American Economic Integration: The Case of Mercosur," Review of International Political Economy vol. 9, no. 1 (March 2002). Co-authored with Karl Kaltenthaler.

"A Comparative Study of Civil-Military Relations in Cuba and China: The Effects of *Bingshang*," Armed Forces and Society, vol. 28, no. 2 (Winter 2002).

"Paraguayan Democratization from Abroad: External Determinants of Regime Survival and Democratic Deepening," South Eastern Latin Americanist (SELA), vol. 44, no 3 (Winter 2001).

"Sino-Latin American Relations: Sources and Consequences of Diplomatic and Economic Cooperation, 1977-1997," Journal of Interamerican Studies and World Affairs, vol. 41, no. 2 (Summer 1999).

"US Arms Transfer Policy for Latin America: Lifting the Ban on Fighter Aircraft," Airpower Journal, vol. 13, no. 1 (Spring 1999). Co-authored with Lt. Col. Tony Pala. Republished in Spanish and Portuguese editions of Airpower Journal.

"From Fidelismo to Raulismo: Civilian Control of the Military in Cuba," Problems of Post-Communism, vol. 46, no. 2 (March-April 1999).

"Conceptual Debate in Post-Cold War US-Latin American Policy: Organizing Principle or 'Eclecticism'," International Affairs Review, vol. 8, no. 1 (Winter/Spring 1999).

"Civil Society and Democratization in Comparative Perspective: Latin America and the Middle East," Third World Quarterly vol. 19, no. 5 (December 1998). Co-authored with Mehran Kamrava. Re-published in Civil Society and Democracy: A Reader. Edited by Carolyn Elliot. New Delhi: Oxford University Press, 2003.

"The Forgotten Relationship: United States-Paraguay Relations, 1937-1989," Journal of Contemporary History, vol. 33, no. 3 (July 1998).

"From Dictatorship to Democracy: The US and Regime Change in Paraguay," Bulletin

of Latin American Research, vol. 17, no. 1 (December 1997).

"The PRC and Latin America: From Indifference to Engagement," Asian Affairs, vol. 24, no. 1 (Spring 1997).

"Poder duro y poder blando: la influencia en las relaciones Estados Unidos-Paraguay," Foro Internacional (Mexico City), vol. 35, no. 2 (April-June 1996).

"Victims of the Balloon Effect: Drug Trafficking and U.S. Policy in Brazil and the Southern Cone," Journal of Social, Political and Economic Studies, vol. 21, no. 2 (Summer 1996).

"El futuro de America Latina en la politica exterior estadounidense," Colombia Internacional (Bogota), vol. 5, no. 1 (January-February 1995). Co-authored with Andres Franco.

"Clinton y America Latina: negativista o positivista?" Propuestas Democraticas (Asuncion), vol. 1, no. 2 (April-June 1994). Co-authored with Andres Franco.

"Realismo e interdependencia en el cono sur: Perspectivas teoricas al estudio de las relaciones del Paraguay con sus vecinos," Perspectiva Internacional Paraguaya (Asuncion) vol. 3, no. 5 (January-June 1991).

"Relaciones EEUU-Paraguay: conflicto y cooperacion," Perspectiva Internacional Paraguaya (Asuncion), vol. 2, no. 3 (January-June 1990).

"Politica exterior del Paraguay: A la busqueda de la independendencia y el desarrollo," Revista Paraguaya de Sociologia (Asuncion), vol. 25, no. 73 (Sept.-December 1988).

### **Book Chapters:**

"International Relations: General and Hispanic Caribbean," Handbook of Latin American Studies vol. 63, edited by Hispanic Division-Library of Congress (Austin: University of Texas Press, 2008).

"General Caribbean and Hispanic Caribbean," Handbook of Latin American Studies vol. 61, edited by Hispanic Division-Library of Congress (Austin: University of Texas Press, 2006).

"Theoretical Challenge to Latin American and Caribbean Foreign Policy Studies." In Latin American and Caribbean Foreign Policies, edited by Frank O. Mora and Jeanne A.K. Hey (Boulder: Rowman and Littlefield, 2003).

"Paraguayan Foreign Policy: The Legacy of Authoritarianism." In Latin American and Caribbean Foreign Policies, edited by Frank O. Mora and Jeanne A.K. Hey (Boulder: Rowman and Littlefield, 2003).

Paraguayan Foreign Policy: From the Stronato to the Democratic Transition." In Small States in World Politics: Explaining Foreign Policy Behavior, edited by Jeanne A.K. Hey (Boulder: Lynne Rienner, 2003).

"Paraguay y el Sistema Interamericano: De Autoritarismo y Paralisis a Democracia y la Aplicacion de Resolucion 1080." In Sistema Interamericano y Democracia: Antecedentes y Perspectivas Futuras, eds. Arlene Tickner and Ruben Perina (Bogota: CEI-Ediciones Universidad de los Andes-Organizacion de Estados Americanos, 2000).

"Contentious Friends in the Western Hemisphere." In Neighborly Adversaries: Readings in U.S.-Latin American Relations, edited by Michael LaRosa and Frank O. Mora (Boulder: Rowman and Littlefield Publishers, 1999). Co-authored with Michael LaRosa.

"Neoliberalism in Latin America: 'Triumph' and Institutional Deficiencies" In Redefining the Third World, edited by Nana Poku and Lloyd Pettiford (London and New York: Macmillan/St. Martin's, 1998). Co-authored with Karl Kaltenthaler.

"Brazil and the Southern Cone." In Drug Trafficking Research in the Americas, edited by Bruce Bagley (Coral Gables: North-South Center Press, 1996).

"Paraguay and International Drug Trafficking." In Drug Trafficking in the Americas, edited by Bruce Michael Bagley and William O. Walker III (Boulder: North-South Center Press, 1994).

"Politica exterior del Paraguay: a la busqueda de la independenciam y el desarrollo." In Politica exterior y relaciones internacionales del Paraguay contemporaneo, edited by Jose Luis Simon (Asuncion: Centro Paraguay de Estudios Sociologicos, 1990).

### **Periodicals:**

"Young Blood: Continuity and Change within the Revolutionary Armed Forces of Cuba," Hemisphere, vol. 16 (Summer 2006).

"The FAR and Its Economic Role: From Civic to Technocrat-Soldier," Occasional Paper Series; Institute for Cuban and Cuban-American Studies, University of Miami (June 2004).

"International Relations Summit: Western Hemisphere: Hispanic-Americans' Backyard, Front Stoop and Wraparound Porch," 2002 Issues Conference Policy Recommendations, Congressional Hispanic Caucus Institute; Washington, DC.

"Bush's Free Trade Stance Undermined by Farm and Steel Subsidies," Commercial Appeal (Memphis), May 17, 2002.

"Paraguay," Encyclopedia Britannica: Book of the Year 2002 (Chicago: Encyclopedia Britannica, 2002).

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Britannica, 2001).

"Politica Exterior y Politica de Defensa: Condicionamientos Reciprosos en Paises Pequenos," Working Paper no. 16, Centro Paraguayo para la Promocion de la Libertad Economica y de la Justicia Social (CEPRO); Asuncion, Paraguay, July 2001.

"Paraguay," Encyclopedia Britannica: Book of the Year 2000 (Chicago: Encyclopedia Britannica, 2000).

"Hispanics in the South: An Opportunity Not a Threat," Commercial Appeal (Memphis), January 30, 2000: B4.

"Fast Track is Vital to U.S." Commercial Appeal (Memphis), September 11, 1997.

"It's Latin America, Stupid!" Latin Review of Books, vol. 2, no. 1 (Spring 1996).

"The United States and Latin America," Contemporary Review, vol. 268, no. 1560 (January 1996).

"The Study of Democratization in Latin America," Proceedings of the Third Annual Latin American Studies Symposium, Birmingham-Southern College (April 1995).

"Why Latin America Matters," Latino Forum, vol. 1, no. 2 (June 1995).

"Revisiting South America's Backwater," Hemisphere, vol. 7, no. 1 (May 1995).

"Unknown Peacekeepers: The Surge in Latin American Participation in Peacekeeping," Journal of Latin American Affairs, vol. 1, no. 2 (Spring 1994). Co-authored with Lt. Col. Antonio L. Pala.

"Economic Embargoes: Way Stations to Nowhere," Commercial Appeal (Memphis), September 4, 1994: B6.

"Central America: Growth through Reform and Liberalization," Latin Finance, no. 5 (December 1993). Co-authored with Andres Franco.

"The Dirty Politics of Corruption Haunt Latin America's Democracies," North-South Magazine of the Americas, vol. 2, no. 5 (February 1993). Co-authored with Jose Luis Simon.

"La paradoja triangular de Cuba," El Nuevo Herald (Miami), July 13, 1992.

"Un esfuerzo inutil y destructivo," Un Solo Pueblo, April-June 1992.

"Letting Go: Paraguay's Struggle to Bury Its Stronist Past," North-South Magazine of the Americas, vol. 1, no. 3 (October 1991). Co-authored with Jose Luis Simon.

"Does the USSR Plan to Dump Cuba?" The Times of the Americas, vol. 35, no. 1 (January 9, 1991). Co-authored with Roberto Lozano.

"Hope and Optimism in Paraguay," The Times of the Americas, vol. 34, no. 18 (September 19, 1990).

"Deprive Castro of His Best Friend (us)," The Times of the Americas, vol. 34, no. 13 (July 11, 1990). Co-authored with Roberto Lozano.

"Democracy in Cuba? The Real Struggle Won't Begin Until After Castro Is Gone," The Times of the Americas, vol. 34, no. 7 (April 4, 1990). Co-authored with Roberto Lozano. Reprinted in Spanish, "Otras voces cubanas: Democracia para Cuba?" Un Solo Pueblo, January-March 1990.

#### **Book Reviews:**

*Warfare in Latin America*, vols. 2 (Burlington: Ashgate, 2007); published in Bulletin of Latin American Research, vol. 27, no. 1 (January 2008).

*Border Games: Policing the U.S.-Mexico Divide* (Ithaca: Cornell University Press, 2000); published in American Political Science Review, vol. 96, no. 4 (December 2002).

*Drug Diplomacy in the Twentieth Century: An International History* (London: Routledge, 1999); published in Journal of Southern History, vol. 66, no. 3 (August 2000).

*The Transition to Democracy in Paraguay*, eds. Peter Lambert and Andrew Nickson (New York/London: St. Martin's Press/Macmillan, 1997); published in Journal of Interamerican Studies and World Affairs, vol. 40, no. 2 (Summer 1998).

#### **CONFERENCES AND LECTURES:**

SPEAKER. Cuba: Order of Battle. National Intelligence Council - Military and Security Issues. Remarks: "Undercurrents of Change within the Cuban Military;" Gruman Northrop, Reston, VA; October 2008.

PANELIST. Commemoration to Professor Luis Aguilar. Cuba XXI - Georgetown University. Remarks: "Conditions for Political Change in Cuba; September 2008.

PANELIST. Plenary Speaker at the 18<sup>th</sup> Conference of the Association for the Study of the Cuban Economy; Miami, FL August 2008.

PANELIST. Paraguay and the New Lugo Administration - Inter-American Dialogue; Washington, DC August 2008.

PANELIST. Session on Paraguay's incoming government - sponsored by the National Endowment for Democracy; Washington, DC May 2008.

PANELIST. Session on The New Old Guard: Making Sense of Post-Fidel Cuba – Cuba Forum sponsored by the Inter-American Dialogue and the Cuba Research Institute/ Florida International University; Washington, DC April 2008.

PANELIST. Conference on Cuba; Bureau of Intelligence and Research, State Department; Washington, DC; 25 January 2008.

PANELIST. Conference on “Cuba: What to Expect” sponsored by the Institute of Cuban and Cuban-American Studies- University of Miami; Miami, FL 1 December 2007; Remarks on change and retrenchment within Cuba’s political institutions

PANELIST. Panel discussion on Old and New Cuba; International Conference of the Latin American Studies Association; Montreal, Canada 7 September 2007; Remarks on the Cuban military and political change in Cuba.

DISCUSSANT. Panel on the Status of the “Interim” Government in Cuba, Inter-American Dialogue; May 2007.

LECTURE. Seminar on Cuban Transition/Succession, US Southern Command, Miami, FL; September 2006. Remarks on “The FAR and Political Change in Cuba.”

LECTURE. Cuban Research Institute, Florida International University, Miami, FL; September 2006. Remarks on “Democratic Transition in Cuba: Where is Change to Come From?”

PANELIST. Panel discussion on Political and Economic Developments in Cuba sponsored by Incillium Investments, Miami FL; October 2006.

PANELIST. Cuba Forum: Cuba-China Relations; Inter-American Dialogue-Florida International University, Washington, DC 12 April 2006; Remarks on “Security and Defense Relations between Cuba and the PRC”

PANELIST. Roundtable discussion on Theater Security Cooperation. Southern Cone Chiefs of Mission Conference, US Southern Command. Miami, FL; 22-23 March 2006.

DISCUSSANT. Colleagues for the Americas Speaker Seminar; Institute for National Security Studies, National Defense University. Washington, DC December 2006: “Cuban Foreign and Security Policy.”

PANELIST. International Studies Association Conference-Southern Region. Miami, FL 4 November 2005. Paper presented: “US Policy Issues for Post-Castro Cuba.”

SPEAKER. Inter-American Defense College Seminar on Threats to Western Hemisphere Security. Ft. McNair, Washington, DC; 25 October 2005. Title of remarks, “Threats and Challenges to Security: External Forces and Governance.”

PANELIST. “Commander’s Conference on Cuba.” U.S. Southern Command; Miami, FL 17 August 2005. Title of remarks, “Short-Term Post-Castro Cuba.”

PLENARY SPEAKER. "Cuba's Military and Transition in Comparative Perspective." Annual Conference of the Association for the Study of the Cuban Economy; Miami, FL 4-6 August 2005.

ORGANIZER/PRESENTER. "The Cuban Military: A Workshop." Co-Sponsored by the National War College and the Cuban Research Institute, Florida International University, 15 April 2005; National War College, National Defense University, Washington, DC.

LECTURE. "Will the Cuban Military Support Democracy?" The Association for the Study of the Cuban Economy and the Cuban Research Institute at Florida International University; 10 March 2005; Brookings Institution, Washington, DC.

PANELIST. "Is Cuba Like China?" Cuban Research Institute/Institute for Asian Studies, Florida International University; 24 February 2005; Miami, FL.

LECTURE. "Falklands/Malvinas War: Argentina's Strategic Context and the Absence of Jointness," Marine Corps Command and Staff College, Operational Level of War course. Marine Corps Combat Development Command; Quantico, Virginia; 29 November 2004.

PANELIST. Technology, Politics and Governance. Northeast Political Science Association/International Studies Association Northeast (NPSA/ISANE) Conference; 11-13 November 2004, Boston, MA. Paper presented: "Secretariats as Symbols: Explaining the Politics of Secretariat Location." Co-authored with Lawrence Hamlet.

PANELIST. The Nation Transnational: the 5<sup>th</sup> Cuban Research Institute Conference on Cuban and Cuban-American Studies, October 29-November 1 2003; Florida International University, Miami, FL. Paper presented: Civil-Military Typologies and Explanatory Variables in Military Support for Policy/Regime Change: Cuba in Comparative Perspective.

PANELIST. The Cuban Armed Forces and Transition. Center for Strategic and International Studies (CSIS) Seminar; Washington, DC 20 March 2003.

PANELIST. The Changing Role of the Armed Forces. XXIV International Congress of the Latin American Studies Association; Dallas, TX 27-29 March 2003. Paper presented: "Economic Liberalization and the Role of the Military: A Comparative Study of Cuba, China and Syria."

PANELIST. Roundtable Seminar on "How to Accelerate Change in Cuba." Institute for Cuban and Cuban-American Studies, University of Miami; 15 January 2003.

PANELIST. Western Hemisphere Institute for Security and Cooperation, Ft. Benning, GA. Second Conference on Latin America and the Caribbean; 18-20 September 2002. Paper presented: "Cuba and Future Security Threats in the Caribbean."

MODERATOR/SUMMIT CONTRIBUTOR. Annual Meeting of the Congressional Hispanic Caucus, Washinton, DC. International Relations Summit/Task Force; 16-17 September 2002.

PANELIST. Cuba: Integration Into the International System: A Multinational Perspective. Conference organized by the Pell Center for International Relations and Public Policy, Salve Regina University; Newport, Rhode Island, 21-24 March 2002. Paper presented: "The FAR and Cuba in Transition."

PANELIST. Western Hemisphere Institute for Security and Cooperation, Ft. Benning, GA. First Conference on Latin American and the Caribbean; 29-30 November 2001. Paper presented: "Cuba and Future Security Threats in the Caribbean."

PANELIST. Baseline Study of DOD Strategy for the Americas for the Deputy Assistant Secretary of Defense for Inter-American Affairs. *Adapting U.S. Defense Relations: Facing Strategic Realities in the Western Hemisphere*; INSS, National Defense University; Washington, DC: 28-29 June 2001. Paper presented (**final draft**): "International Involvement in the Americas: Latin American and Caribbean Engagement with Extra-Hemispheric Actors."

PANELIST. The Cuban Military and Transition. Seminar organized by the Office of Cuba Broadcasting (Radio Marti); 21-22 May 2001. Paper presented: "Raulismo y el militar-tecnocrata en la transición cubana."

PANELIST. Baseline Study of DOD Strategy for the Americas for the Deputy Assistant Secretary of Defense for Inter-American Affairs. *Rethinking US Defense Relations in the Western Hemisphere*; INSS, National Defense University; Washington, DC: 15-17 February 2001. Paper presented (**second draft**): "International Involvement in the Americas: Latin American and Caribbean Engagement with Extra-Hemispheric Actors."

PANELIST. The Foreign Policy of Small States in a Shrinking World II. 42<sup>nd</sup> International Convention of the International Studies Association (ISA); Chicago, IL 22-24 February 2001. Paper presented: "Paraguayan Foreign Policy: Immobilism and Improvisation."

PANELIST. The Politics of Military Extrication in Comparative Perspective: Lessons for Cuba. Conference sponsored by Georgetown University and the Arrabida Foundation; Lisbon, Portugal: 21-22 September 2000. Paper presented: "Raulismo and the Technocrat-Soldier: The Economic Role of the FAR and Its Implications for Transition in Cuba."

PANELIST. Baseline Study of DOD Strategy for the Americas for the Deputy Assistant Secretary of Defense for Inter-American Affairs. *Rethinking US Defense Relations in the Western Hemisphere*; INSS, National Defense University; Washington, DC: 7-9 September 2000. Paper presented: "International Involvement in the Americas: Latin American and Caribbean Engagement with Extra-Hemispheric Actors."

LECTURE. "Raulismo: Transition in Cuban Civil-Military Relations." US Army School of the Americas, Ft. Benning, GA. Tenth Conference Latin American Conference; 29 August 2000.

LECTURE. "Small State Foreign Policy and Globalization: The Case of Paraguay." National University of Asuncion, Paraguay; 17 June 2000.

LECTURE. "US-Paraguay Relations: The Use of Soft Power Leverage." National War College, Asuncion, Paraguay; 20 June 2000.

PANELIST. Small State Foreign Policy in Latin America and the Caribbean. XXII International Congress of the Latin American Studies Association (LASA); Miami, FL 16-18 March 2000. Paper presented: "*Continuismo* in Paraguayan Foreign Policy."

PANELIST. International Symposium for Regional Economic Cooperation in the Western Hemisphere, Institute of Latin America, Chinese Academy of Social Sciences, Beijing, China: 14-19 November 1999. Paper presented: "Explaining Latin American Economic Integration: The Case of Mercosur." Paper co-authored with Karl Kaltenthaler.

PANELIST. First Annual Conference of Paraguayan Studies; Paraguay: Facing the Challenges of the New Century, University of Kansas, Lawrence, KS; 8-9 October 1999. Paper presented: "Paraguayan Democratization from Abroad: External Determinants of Democratic Deepening and Regime Survival."

PANELIST. Ninth Annual Meeting of the Association for the Study of the Cuban Economy (ASCE), Miami, FL; 12-14 August 1999. Paper presented: "*Cuba's Bingshang*: Problems and Prospects of the FAR's Involvement in the Economy -- Lessons from China's PLA."

PANELIST. Organization of American States (OAS) Seminar on the Inter-American System and Democracy, Universidad de los Andes, Bogota, Colombia; 15-16 April 1999. Paper presented: "The Inter-American System and Democracy in Paraguay: The Application of Resolution 1080."

PANELIST. Second Cuban Research Institute Conference on Cuban and Cuban-American Studies, Florida International University, Miami, FL; 18-20 March 1999. Paper presented: "Problems and Prospects of the Cuban Military's Involvement in the Economy: Lessons from China's PLA and Central American Armed Forces."

PANELIST. International Studies Association-South Conference (ISA-South), Charlotte, North Carolina; 30 October - November 1, 1998. Paper presented: "Conceptual Debate in Post-Cold War U.S.-Latin American Policy: Organizing Principle or Eclecticism?"

PANELIST. Regional Security--Arms Transfers. VI Annual US Air Force Institute for National Security Studies (INSS) Conference. US Air Force Academy, Colorado Springs, Colorado; 19-20 November 1998. Paper presented: "US Weapons Transfers to Latin America: An Argument for Hemispheric Peace and Democratic Stability." Co-authored with Lt. Colonel Antonio Pala.

LECTURE. "Political Parties and Their Relations with Elected Public Officials in a Modern Democracy" Paper presented at a conference on Democratization in Paraguay

at the Superior Electoral Tribunal of Paraguay, Asuncion, Paraguay; 16 September 1998.

SPEAKER. "Hispanics in the U.S. and Memphis: Bridging the Americas." Memphis City Rotary Club; April 28, 1998.

LECTURE/CONSULTANT. "Cuban Politics and Military in Transition." School of Advanced Airpower Studies; Air War College, Maxwell AFB; March 1998. Wargame simulation on low intensity conflict exercise.

PANELIST. Japan, China and Latin America. II Joint Conference of the International Studies Association and Asociacion Mexicana de Estudios Internacionales, Manzanillo, Mexico; December 11-13, 1997. Paper presented: "Sino-Latin American Relations: Diplomatic and Economic Cooperation, 1978-1995."

LECTURE. "Trends in Cuban Military Forces Roles and Missions." US Army School of the Americas, Ft. Benning, GA. Conference on "Future Roles and Structures for the Military and Police Forces of Latin America," November 18-21, 1997.

LECTURE. "U.S. Latin American Policy: Still in Search of a Paradigm." US Air Force Academy, Colorado Springs, CO; October 30, 1997.

LECTURE. "Cuban Politics and Military in Transition." School of Advanced Airpower Studies; Air War College, Maxwell AFB, March 7, 1997.

PANELIST. Conference on the Emergence of Civil Society: A Precondition or a Problem for Democracy?; Center for Studies in Democratization, University of Warwick, February 16-17, 1996; United Kingdom. Paper presented: "Civil Society and Political Democratization in Comparative Perspective: Lessons from Latin America and the Middle East." Co-authored with Mehran Kamrava.

LECTURE. Seminar on Drug Trafficking and Democratization in Brazil and the Southern Cone. Paraguayan National War College, Asuncion, Paraguay; June 1996.

LECTURE. "Post-Cold War U.S. National Security Threats in Latin America." School of Advanced Airpower Studies; Air War College, Maxwell AFB, March 5, 1996.

CONSULTANT. Wargame simulation on low intensity conflict exercise. Maxwell Air Force Base, USAF School of Advanced Airpower Studies, March 5-9, 1996.

PANELIST. Inter-American Relations Viewed from Latin America: Changes and Currents in the 80s and 90s. XIX International Congress of the Latin American Studies Association (LASA), September 28-30, 1995; Washington, DC. Paper presented: "From Dictatorship to Democracy: The Role of the U.S. in Paraguay's Political Process, 1954-1994."

PANELIST. Evaluation of Paraguay's Democratization Process. XIX International Congress of the Latin American Studies Association (LASA), September 28-30, 1995;

Washington, DC. Paper presented: "The Interdependence of Foreign Policy and Democratization."

SPEAKER. "US Trade Opportunities in Latin America." National Association of State Development Agencies; Biloxi, Mississippi; September 20-22, 1995.

CONSULTANT. Wargame simulation on low intensity conflict exercise. Maxwell Air Force Base, USAF School of Advanced Airpower Studies, April 26-28, 1995.

PANELIST. Roundtable Discussion on U.S.-Cuban Relations and the Refugee Crisis, Miami, FL November 1, 1994. Paper presented: "U.S. Policy and the Cuban- American Lobby."

PANELIST. International Studies Association -- Southern Conference, Charleston, SC, October 15, 1994. Paper presented: "Economic Embargoes: An Effective Foreign Policy Tool?"

PANELIST. International Drug Control Policies in the Americas: Current Trends and Future Directions, Miami, FL, July 20-21, 1994. Paper presented: "Drug- Trafficking and U.S. Policy in Brazil and the Southern Cone."

LECTURE. "Castro's Staying Power: False Analogies with Socialist Transitions in Eastern Europe." Third Annual Latin American Lecture Series; Kansas State University, Manhattan, Kansas, December 3, 1993.

PANELIST. Drug Trafficking Workshop, North-South Center Drug Trafficking Project, Bogota, Colombia, March 14-16, 1993. Sponsored by the North-South Center, University of Miami; Coral Gables, FL. Paper presented: "Annotated Bibliography on Drug Trafficking in Brazil and the Southern Cone."

CHAIR AND ORGANIZER. Paraguayan Foreign Policy During the Democratic Transition. XVII International Congress of the Latin American Studies Association (LASA), September 24-27, 1992; Los Angeles, California.

PANELIST. State-of-the-Art Conference on Drug Trafficking Research, North-South Center, University of Miami, March 11-14, 1992. Paper presented: "Paraguay and International Drug-Trafficking: An Analysis of Its Role Through a Review and Discussion of the Literature and Its Methodological Precepts."

PANELIST. Small States in the Hemispheric Order: Some Theoretical Approaches. XVI International Congress of the Latin American Studies Association (LASA), April 4-6, 1991. Washington, DC. Paper presented: "Realism and Interdependence in the Southern Cone: Theoretical Approaches to the Study of Paraguay's Relations with Its Neighbors."

ORGANIZER AND MODERATOR. I-V Annual Conferences on Cuban History and Politics. Sponsored by Belen Jesuit Prep. High School and the Center for Latin American and Caribbean Studies (CELAC), Miami FL 1988-1992.

## INTERNATIONAL ELECTION OBSERVER DELEGATIONS, CONSULTING ASSIGNMENTS AND RELATED EXPERIENCES

Member of OAS Study Group on Paraguay, 2007-2008.

Invited to participate as speaker at a State Department Conference on Cuba; Arlington, VA, January 2008.

Invited to participate on panel organized by National Intelligence Council – Session on Cuba; Washington, DC; February 2007.

Invited to participate on Roundtable discussion sponsored by Office of the Secretary of Defense-Western Hemisphere Affairs and organized by the Institute for National Security Studies-NDU to analyze issues for the Defense Ministerial meeting in Managua, Nicaragua; June 2006.

Invited to participate in Roundtable discussion about Cuba organized by the Institute for National Strategic Studies at the request of the Director, Strategic Plans and Policy, J5 Department of Defense. The topic of the roundtable, “Political-Military Planning for Transition in Cuba”; June 2006.

Unpublished manuscripts contracted by the Central Intelligence Agency 2004.

*First manuscript: “Relations between the Ministry of Interior and the Revolutionary Armed Forces of Cuba (FAR)”* *Second manuscript: “Generations in the General Officer Corps of the Revolutionary Armed Forces of Cuba: Backgrounds, Perceptions and Common Purpose.”* Briefings on findings presented on 28 September 2004; CIA HQ, Langley, VA.

Presented preliminary results of study on Cuban political values and expectations, “Value Orientations and Attitudes of Recently Arrived Cubans in Miami.” Sponsored by the Institute for Cuban and Cuban-American Studies (ICCAS), University of Miami; 29 January 2004.

Presented remarks at a one-day workshop, “Cuba: Succession and/or Transition.” Co-sponsored by the National Intelligence Council and Florida International University; Biltmore Hotel, Miami, FL: 4 December 2003.

Presented remarks on the Revolutionary Armed Forces (FAR) of Cuba for the Cuba Working Group, Central Intelligence Agency; 18 March 2003, Langley, VA.

Presented remarks on the Revolutionary Armed Forces (FAR) of Cuba for the U.S. Department of State, Bureau of Intelligence and Research Cuba Seminar for Chief of Mission in Havana, Cuba James Cason; 1 July 2002, Washington, DC.

Participated and lectured in civil-military relations project for the Office of Defense Cooperation – Paraguay, Department of Defense/USAID. Lectured at the *Instituto de Altos Estudios Estrategicos* of Paraguay; 22-30 July 2001, Asuncion, Paraguay.

Interviewed on Cuba and US-Latin America relations and security issues for articles published in national and international newspapers/outlets, Los Angeles Times, ABC News, Reuters, Wall Street Journal, The New York Times, Financial Times, Miami Herald, Veja (Brazil), Houston Chronicle, El Tiempo (Colombia), El Nuevo Herald (Miami), National Public Radio, Washington Times, CNN en Espanol, CNN, Associated Press, Radio/TV Marti, El Nuevo Herald (Miami), National Public Radio, Fox News, Canadian Television, La Tercera (Chile), Ft. Lauderdale Sun Sentinel, San Diego Tribune, Voice of America, USA Today and St. Petersburg Times, 2004-2008.

Regular contributor/commentary for Radio Marti Programs (Voice of America) and Univision Radio 1999-2008.

Outside Reviewer/Evaluator of International Studies Curriculum and Program, Southwestern University; 27-28 September 1999, Georgetown, TX.

Participant in Baseline Study of Department of Defense Strategy for the Americas (*Western Hemisphere Relations at a Crossroads: Insights for US Defense Strategy*), Institute for National Security Studies, National Defense University; July 2000 - July 2001.

Participant in workshop on "Strategic Outlook for Inter-American Security." Office of the Secretary of Defense, Division of Inter-American Affairs, Department of Defense (National Defense University); 16-17 September 1999, Washington, DC.

Expert Witness for INS Asylum Cases (Colombia, El Salvador, and Guatemala), Memphis, TN and Washington, DC 1999-2007.

Consultant for National Democratic Institute, Democratization Programs in Paraguay, 1997-1998.

Head of Mission, National Democratic Institute (NDI) for International Affairs Delegation to Observe and Study Colorado Party primary elections in Paraguay: September 4-9, 1997.

Co-coordinator. Buckman Laboratories Cross-Cultural Seminar on International Business Practices; Memphis, TN, 1996.

Coordinator and Lecturer. Kellogg Cross-Cultural Seminar on Latin America, Meeman Center for Special Studies; Rhodes College, 1994-1995.

International Observer Delegation, Paraguayan National Elections: May 5-12, 1993. Organized and Sponsored by the Latin American Studies Association (LASA).

Intern. Research and Educational Department. Organization of American States; Washington DC May 1986 - September 1986.

## PROFESSIONAL ASSOCIATIONS

Latin American Studies Association (LASA)  
Southeastern Conference on Latin American Studies (SECOLAS)  
International Studies Association (ISA)  
Inter-American Dialogue  
Hispanic Council on International Relations

### **Courses Taught at**

#### National War College

Seminar on Fundamentals of Strategic Logic  
Seminar on Latin American Politics and U.S. Policy  
Seminar on Global Security Arena  
Seminar on Latin American and Caribbean Foreign Policy  
Seminar on National Security and the Interagency Process  
Director for Core Course 6500: The Global Context

#### Rhodes College

Introduction to Comparative Politics  
Latin American Politics and Society  
Issues in Contemporary Inter-American Relations  
Introduction to International Relations  
Mexican Politics and Society in the 20th Century  
Topics in International Studies: Cuban Revolution  
Topics in International Studies: Drug Trafficking in the Americas  
Topics in International Studies: Civil-Military Relations in Latin America

#### University of Miami

Seminar on Cuban Revolution  
Seminar on Latin American and Caribbean Foreign Policies  
History of Cuba  
Issues in U.S.-Latin American Relations  
Western Civilization: Antiquity to Renaissance

#### Florida International University

Introduction to Comparative Politics

#### Miami Dade Community College

Introduction to Social Science  
The Cold War as History  
Introduction to International Relations

December 2008

**GEOFF MORRELL**

(b)(6)

Washington, DC 20016

**EXPERIENCE**

**ABC News**

Washington Bureau

White House Correspondent for World News and Good Morning America

May 2003-April 2007

*Primarily covered the White House for all weekend broadcasts, but also served as Jerusalem correspondent for a few months in 2004.*

Chicago Bureau

Correspondent for World News Tonight, Good Morning America and NewsOne

April 2000-April 2003

*Covered major stories throughout the nation and abroad, including the Iraq War from Central Command from Doha, Qatar.*

**WBBM-TV**

Chicago, Illinois

General Assignment Reporter, October 1996-March 2000

**KSAZ-TV**

Phoenix, AZ

General Assignment Reporter, September 1995-September 1996

**WSET-TV**

Roanoke-Lynchburg, Virginia

General Assignment Reporter/Weekend Anchor, April 1994-August 1995

**KATV-TV**

Little Rock, Arkansas

General Assignment Reporter, October 1992-March 1994

**ABC News**

Washington & New York

Desk Assistant/Researcher, 1990-1992

**George F. Will**

Research Assistant, 1987-1988

**EDUCATION**

**Columbia University Graduate School of Journalism**

Master of Science, 1992

**Georgetown University**

Bachelor of Arts, 1991

## MARK A. MUNSON, SR.

### PERSONAL INFORMATION

Mailing Address  
Work; Home; and Cell  
Work and Home E-mail Addresses  
Citizenship  
Veterans Preference  
Highest Federal Civilian Grade

(b)(6)

### PROFESSIONAL SUMMARY

Mr. Munson has a broad range of experience in the fields of public administration, leadership, and management, as well as national security and international affairs across a 30-year period. On a full-time basis, he has held nine positions of leadership with increasing levels of authority and responsibility. On a part-time basis as a Selected Reservist (1984-2007), he held ten positions of leadership culminating with seven consecutive years as a Commanding Officer (1997-2004), which included a mobilization assignment overseas in 2003 in support of Operation Iraqi Freedom. He has front-line operational experience working in support of four Combatant Commands and at a district headquarters staff of the U.S. Coast Guard. He has worked on the Joint Staff, at a Military Service headquarters staff, and at a Military Department Inspector General office, as well as at a Defense Agency and with the North Atlantic Treaty Organization (NATO). He was a member of the Defense Acquisition Corps for five years and served as a Program Manager with oversight responsibilities on programs worth several hundred million dollars. He has not only served as a career civil servant and in both Active and Reserve Components as a Commissioned Officer, but has also worked in the private sector.

He currently serves as a Senior Staff Member in the Directorate for Organizational and Management Planning (O&MP), Office of the Director of Administration and Management (ODA&M), Office of the Secretary of Defense (OSD) in the Pentagon. He is responsible for organizational and management planning in support of the Director of Organizational and Management Planning (Dir/O&MP), the Director of Administration and Management (DA&M), the Secretary and Deputy Secretary of Defense, and other senior DoD officials. He is responsible for organizational and management planning related to intelligence, counterintelligence, security, intelligence oversight, and intelligence-related matters. He is also the Program Director for the Secretary of Defense Biennial Review of Defense Agencies and DoD Field Activities. Over the course of his career, he has developed substantial knowledge and experience with organizational and management planning, arms control policy formulation, on-site inspection and verification operations, program and acquisition management, training and operational readiness, and command center operations. His supervisory experience is substantial, and includes serving as a first-, second-, and/or third-line supervisor, as well as rater and/or senior rater in seven organizations, offices, and commands. As a principal directorate deputy in two successive assignments, he led and managed two different operational directorates responsible for 24x7 worldwide operations.

Mr. Munson has pro-actively pursued both formal education and executive development training to constantly update his knowledge, skills, and abilities, and to prepare for future senior leadership and management positions. Regarding formal education, he holds a Bachelor of Science from the U.S. Naval Academy, two Master degrees from Harvard University, and one Master degree from the Naval War College. He has also taken five courses in the fields of financial management, economics, and organizational theory hosted by the University of Massachusetts and George Mason University. He has attended in-residence courses at the Federal Executive Institute, the Maxwell School at Syracuse University, and the Darden School of Business at the University of Virginia. He attended the DoD APEX course in 2002 and the DoD Emergency Preparedness Course in 2005.

## LEADING CHANGE

Mr. Munson has a significant amount of experience in leading change across a broad range of assignments. He has demonstrated the ability to bring about strategic change, and to develop and implement an organizational vision while integrating National, Department, and program goals and priorities in constantly changing environments. For example, he:

- **Lead Coordinating Manager—Defense Intelligence Organizational Portfolio:**
  - Played an influential leadership role in bringing about strategic change to the structure, organization, and management of Defense Intelligence within the Department of Defense. From 2003 to the present, he led Department efforts on more than 15 major projects to implement new laws and Administration initiatives. **Result:** From an organization and management standpoint, the Department has been able to meet and exceed both the spirit and intent of National and Defense Intelligence reform during this tumultuous period.
  - Developed an innovative series of plans from 2002 to 2005 standing-up a new Under Secretary of Defense for Intelligence (USD(I)) position along with the associated resources and supporting staff infrastructure, and served as the Lead Coordinating Manager and principal author of the USD(I) Charter Directive working in close partnership with senior personnel representing key DoD Component Heads. **Result:** The USD(I) and Office of the Under Secretary of Defense for Intelligence (OUSD(I)) staff became operational as intended and on time in support of the Secretary of Defense. Additionally, the USD(I) was well positioned to exercise authority, direction, and control over the Defense Intelligence Components even during a high risk period of great change inaugurated in large measure by the Intelligence Reform and Terrorism Prevention Act of 2004.
- **Lead Coordinating Manager and Principal Author—DIA Charter Directive:**
  - Led, managed, and directed a thorough revision to the DoD charter directive on the Defense Intelligence Agency (DIA). Anticipating a lengthy and complex effort and capitalizing on a strong understanding of the environment external to ODA&M and the Department, he initiated the use of and chaired a 25-member DoD-wide Working Group (WG) composed of senior DoD representatives, as well as representatives from the Office of the Director of National Intelligence (ODNI); the DIA Charter WG included more than ten members of the Senior Executive Service (SES), Defense Intelligence SES (DISES), Defense Intelligence Senior Level (DISL), and Senior National Intelligence Service (SNIS) members. **Result:** The WG model provided a means to enhance buy-in from a diverse set of stakeholders, while also providing a means to quickly vet major issues and problems before the start of formal coordination. This process model was and remains a key driver behind ODA&M success in supporting the USD(I) and OUSD(I).
  - Quickly overcame at least seven major set-backs during the two-year effort, including strong ODNI opposition to charter content, numerous legal issues, and several unanticipated organizational developments affecting DIA. **Result:** The DIA charter has now been completed, and will be submitted for signature to the Deputy Secretary in February or March 2008. As a result, the Director of DIA will soon have updated guidance from the Secretary of Defense to carry out the mission of this large and complex Defense Agency. Importantly, it will also serve as a key foundational instrument driving mission-critical updates to the directives on the other Defense Intelligence Components prior to the end of the current Administration.
- **Program Director, Biennial Review Program:**
  - Developed an organizational vision of continuous process improvement while serving as the Program Director for the Secretary of Defense Biennial Review of Defense Agencies and DoD Field Activities from 1998 to the present. Adapting to changes within the Department, he

- transformed a nascent program with significant problems by conceptualizing and implementing more than 18 key improvements to the Program during this period. On a sustained basis, he explained and advocated the Biennial Review to dozens of political appointees, SES members, and General Officers/Flag Officers in individual meetings and in high-visibility briefings. He formulated and revamped Program objectives and priorities on a continuous basis, and capitalized on opportunities and managed risks well. **Result:** The Biennial Review became one of the key instruments used by the senior leadership of the Department to assess the performance of 29 DoD organizations with combined budget resources of more than \$65 billion and 85+ major business lines of operation/mission areas.
- Developed and successfully sought the approval of senior managers in 2006 to implement a significant set of improvements to the Biennial Review. These improvements were composed of formally seeking and including the views of the Secretaries of the Military Departments, the Chairman of the Joint Chiefs of Staff (CJCS), and key OSD Principal Staff Assistants (PSAs) in the assessment, and were aligned with the long-term goals of the ODA&M and the Department. **Result:** The Secretary and Deputy Secretary and other senior DoD leaders received valuable and high-level feedback on the performance of the Defense Agencies and DoD Field Activities with a renewed emphasis on input from their particularly key senior leaders, such as the CJCS.
  - Initiated and maintained a strategic partnership with industry in carrying out the Program by managing and leading the acquisition of a best-in-class company associated with measuring performance metrics in general and in measuring organizational-customer satisfaction in particular. He capitalized on a highly innovative contract arrangement using contract-award years, and in so doing significantly reduced the risk of contract-support turnover for the next five years. He also initiated adjustments to the Program schedule so that the conclusion of the next cycle will be aligned well with the next Quadrennial Defense Review and the transition of the next Administration. These initiatives required the ability to lead change. **Result:** The Biennial Review process was kept dynamic and relevant for use by the senior leaders of the Department.
- **Deputy for Monitoring Operations, On-Site Inspection Agency:**
    - Served as the second ranking leader/manager of an operational directorate to a succession of senior colonels, and developed a reputation for motivating subordinates to translate organizational goals and vision into direct action. Under his leadership from 1989 to 1994 and with the directorate head on temporary duty overseas 50+% of the time, he served as the Acting Director six months each year, while also serving as the permanent directorate principal deputy responsible for the day-to-day leadership and management of the organization. Under his direction and oversight and acting as a catalyst for change, the directorate grew from 35 employees to a workforce of more than 185 personnel working in a highly visible, operational environment with 24x7 operations across 19 time zones. **Result:** During this period, the on-site inspection and arms control environment was highly dynamic at both international and national levels. In spite of this challenging landscape with constantly changing conditions, the directorate and the agency developed and maintained a reputation as a center for arms control excellence.
    - Led, managed, and directed an operational program as the Deputy that included a headquarters staff in Washington, DC, a field operating command in the Union of Soviet Socialist Republics and then the Russian Federation (30 U.S. Inspectors on 24x7 duty at a Soviet/Russian missile production facility 600 miles east of Moscow at the Votkinsk Machine Building Plant), and a field operating command in Magna, Utah (U.S. escort and support operations for 30 Soviet/Russian inspectors at the Hercules Rocket Motor Production Plant), as well as a liaison office at an operations test bed at Sandia National Laboratories in Albuquerque, New Mexico. In addition to overseeing these substantial operational activities, he also represented the directorate and the Agency at many meetings in the interagency, as well as in OSD and the Joint Staff when expertise with on-site inspection matters were needed. Finally, he developed

the directorate's strategic view, since portal monitoring provisions were being included in a number of other emerging treaties and international agreements, and a substantial increase in mission requirements were possible. **Result:** His operational directorate carried out a complex set of Treaty verification requirements in a highly successful manner; U.S. compliance with the U.S. Government Portal Monitoring\* provisions of the Intermediate Range Nuclear Forces (INF) Treaty and the Strategic Arms Reduction Treaty were met. Further illustrating directorate and Agency successes, he was nominated by the Director of OSIA to compete for a U.S. Government-wide Excellence in Administration Award during this period. \* (Note: For the purposes of these arms-control treaties and agreements, a "portal" is an exact location through which treaty-limited items must pass so that Inspectors and Monitors can inspect them to ensure treaty and agreement compliance.)

## **LEADING PEOPLE**

Mr. Munson has led groups of people ranging from two-to-three people to organizations with a workforce of 150+. He has led organizations in operational settings as well as in headquarters-staff environments, and has worked in both CONUS and overseas locations in a myriad of challenging settings with highly successful results. Emphasizing principle-centered leadership, he has fostered inclusive and diverse workplaces that emphasized the development of others, facilitated cooperation and teamwork, and supported the constructive resolution of conflict. For example, he:

- **Lead Coordinating Manager—Two Key Charter Directives and OUSD(I) Partnership:**
  - Led the successful development of the organizational charter directive drafts on the National Security Agency (NSA) and the National Geospatial-Intelligence Agency (NGA). Beginning in 2005, he established and maintained close partnerships with key senior managers at NSA and NGA, and in frequent meetings and communications with them in consultation with representatives of the USD(I), he was able to prevent and/or mitigate counter-productive organizational tension and personal confrontations during the on-going development process. Since both of these Defense Agencies are in the top tier of the Intelligence Community, Mr. Munson had to develop and maintain trust among and between key stakeholders, including senior representatives from the OUSD(I), DoD Office of the General Counsel (OGC), and ODNI. **Result:** By initiating a methodology centered on teamwork and cooperation across organizational boundaries and encouraging creative tension, he was able to lead an unprecedented, multi-year effort to update the NSA and NGA Charter Directives. (Note: It is anticipated that these directives will be submitted for signature by April 2008.)
  - Created and maintained a strategic partnership with the OUSD(I) that encourages organizational and individual feedback treating all OUSD(I) offices as the organizational customers of O&MP. Considered a trusted agent within OUSD(I), he has been included in OUSD(I) directorate off-sites/internal meetings, and entertains frequent requests for information and advice on a daily basis from OUSD(I), DIA, NSA, NGA, Defense Security Service (DSS), and DoD Counterintelligence Field Activity (CIFA) senior personnel. He has allocated and continues to dedicate a substantial amount of time developing the knowledge and understanding of staff contacts at these Defense Intelligence organizations regarding DoD organization and management planning matters. **Result:** The OUSD(I) staff has significantly improved its compliance with Deputy Secretary of Defense guidance on DoD Directives policy and metrics, and is significantly better able to provide crucial guidance to the Defense Intelligence Components in support of the Global War on Terrorism as a result.
- **Coordinating Manager, Organization and Management of National Reconnaissance Office:**
  - As Chair, led a formally constituted Working Group (WG) from July to October 2005 that reviewed the historical origins and current organization, management, and governance arrangements of the National Reconnaissance Office (NRO), and developed a series of propos-

als to update these arrangements. He orchestrated a set of WG business rules that enhanced each member's ability to contribute and provide feedback to the development and implementation of the work plan. Notably, the WG was composed of several SES members, two general officers, and numerous O-6/GS-15s. **Result:** In response to a tasking from the Secretary of Defense, he conceptualized, developed, implemented, and concluded a formidable effort to update the organizational and management relationships of one of the most complex Defense Agencies in the Department of Defense. While the Secretary of Defense placed a hold on this effort, a roadmap was developed that set the stage for an update of NRO organizational arrangements by the end of 2008.

- Served as the Executive Secretary of the NRO Executive Review Group (ERG), which was co-chaired by the DA&M and the Deputy Under Secretary of Defense for Policy, Plans, and Resources in the OUSD(I). He led the development of agendas for three ERG meetings, which included development of issue papers, briefings, and meeting minutes—all of which were produced by the NRO WG under his guidance and direction. Throughout this period of effort, he successfully emphasized the resolution of conflicts and disagreements in a constructive manner. **Result:** The ERG was poised to make a final set of recommendations to the Secretary and the DNI on the NRO. Even though the Secretary stopped the NRO work plan from going forward, the tough preparatory groundwork for completing important organizational and management updates was completed.
- **Commanding Officer, Military Sealift Command European Port Operations Unit:**
  - Assumed command of a 65-person Navy Reserve Unit supporting the Military Sealift Command (MSC) of the Department of the Navy two weeks after 9/11. He was responsible for Unit operations, mobilization management, readiness and training, budgeting and budget execution (including an extensive training and TDY budget), officer and enlisted performance reports, and promotion recommendations. **Result:** An immediate and sustained emphasis on cooperation and fostering team spirit led to the accomplishment of many key goals, including substantial improvements in overall readiness and in direct-mission support to the Unit's principal organizational customer, MSC, in the first year alone.
  - Led, managed, and directed the preparation of the Unit for an unprecedented period of active duty recalls, and converted a Reserve Center-centric training program (principally in classrooms with lectures) to an operational and real-world training program. With the focus of developing all officers, Chief Petty Officers, and enlisted personnel, he initiated a six-fold increase in training with the Fleet at key sealift logistics ports, including Norfolk, VA, Port Canaveral, FL, and Baltimore, MD. Emphasizing team commitment, team learning, and Unit pride, Unit members were inspired to not only complete identified support requirements, but also volunteered to provide additional support to MSC and other operational Navy commands. **Result:** In 2003-2004, the Unit was ranked in the top 8% of 265 Units with 8,000 Navy Reservists in Navy Readiness Command Mid-Atlantic Region. In addition, the Commander, MSC submitted a personal request to the Commander, Navy Reserve Personnel Command to extend him in a third year in Command, which was approved. (Note: Extensions for Navy Reserve Unit Commanding Officers are rare, since Navy Reserve O-6 Command assignments are limited to two years.)
- **Advocate for Developing, Mentoring, and Rewarding Subordinates:**
  - Constantly worked to recruit young professionals into the federal workplace throughout his DoD civil service career. Due to his personal commitment and persistence, he has been the formal mentor and sponsor to nine undergraduate and graduate student interns since 1989. **Result:** Six of the nine interns accepted jobs with the Federal Government.
  - In military and civilian positions, he has been the nominating official for more than 165 military or civilian awards for subordinates and peers. His executive skill in recognizing and rewarding employees for their efforts and contributions as well as motivating them to excel and

to realize their maximum potential is a dominant theme in his career. **Result:** Subordinates and peers who have worked for and with him have benefited from his positive attitude and his emphasis on recognizing top performers using the full array of honorary and cash awards, as well as extremely strong promotion recommendations, performance appraisals, and recommendations for new positions, when appropriate.

## RESULTS DRIVEN

Mr. Munson has demonstrated the ability to meet organizational goals and customer expectations. He can make decisions that produce high quality results by applying technical knowledge, analyzing problems, and calculated risks. He personifies a results-driven ethic that stresses accountability, continuous improvement, responsiveness, and high quality results based on a strategic view. For example, he:

- **Program Director, Biennial Review Program:**
  - Conceptualized, developed, and implemented a strategic effort regarding the Biennial Review that treated each Defense Agency and DoD Field Activity as an organizational customer of OSD and to implement the Program using customer-service principles. Prior to 1998, a number of Defense Agencies did not understand the key underpinnings of the Biennial Review, which was to provide an independent means for the Defense Agencies and DoD Field Activities to receive organizational-customer feedback on their products and services in order to improve their respective operations, while also providing the Secretary of Defense and his key OSD PSAs with important performance information regarding the Defense Agencies and DoD Field Activities. **Result:** With this approach, Mr. Munson was able to significantly increase the support for the Biennial Review by the senior leaders of the Defense Agencies and DoD Field Activities, and he was able to overcome and reverse numerous negative views of the Program, which significantly increased its value to Department decision-making. For example, the Ballistic Defense Missile Organization (now the Missile Defense Agency) argued that its unique mission should exempt it from participating in 1998. From 1988 to 1999, NSA argued that it should be exempt because if its mission and the exemption approved by Secretary of Defense Frank Carlucci in 1988 after the Goldwater-Nichols Act of 1986 was enacted into law. In 2001, leaders at the Defense Information Systems Agency argued that it should be excluded from the Biennial Review because many of their customers were required to use their products and services, and, therefore, customer feedback would be seriously distorted and irrelevant. In 2004, DIA argued that its mission was too unique to be included in the Biennial Review, and that feedback was already provided in the Combat Support Agency Reviews sponsored by the Operations Directorate (J-8) of the Joint Staff on behalf of the CJCS. **Result:** In each case and through persistence and determination, Mr. Munson's strategic outreach efforts reversed every one of these negative views. Taking a number of risks by treating each Defense Agency and DoD Field Activity as an organizational customer of the ODA&M and OSD, he was able to seek and factor their feedback and include many of their recommendations, thereby securing their buy-in.
  - Developed, advocated, and adhered to a highly pro-active path of continuous improvement since assuming responsibility for the Program in 1998. As the principal author of each Biennial Review Report, he improved the clarity of presentation and description of results with each publication. He constantly directed the support team to improve the analysis and to generate alternative solutions with each DoD-wide organizational customer survey effort, which has continued to serve as the core data-gathering methodology of the Biennial Review. **Result:** He actively and quickly engaged the senior leadership of the Defense Agencies and DoD Field Activities whenever an input or a response was not up to the standards that had been established, and he resolved these situations smoothly even when there were unpleasant consequences.

- **Lead Coordinating Manager—Placement of the Intelligence Oversight (IO) Function:**
  - Led a sustained and difficult effort from late 2004 to the present reviewing the organizational placement of the IO function historically performed by the Assistant to the Secretary of Defense for Intelligence Oversight (ATSD(IO)) within the Department. Based largely on his technical credibility as a Defense Intelligence organizational and management subject matter expert, he led the Department effort to identify the best organizational options. The crux of the issue was whether the IO function should be carried out under the auspices of a senior official reporting directly to the Secretary, or whether the function should be assigned to another DoD or OSD Component Head, such as the Inspector General of the Department of Defense (IG DoD). **Result:** Overcoming a myriad of set-backs and managing/directing four formal rounds of coordination and innumerable political, policy, and legal set-backs, his efforts ensured the Secretary of Defense was presented with a viable set of options, which culminated with a decision in late August 2007. This effort was followed by another round of review, which resulted in an additional Deputy Secretary of Defense decision in February 2008. Communicating with the Acting ATSD(IO), the DoD OGC, the Office of the Inspector General (OIG) of the Department of Defense, and other stakeholders required pro-active and engaged communications and negotiating skills throughout this multi-year and challenging effort.
  - Demonstrated the knowledge, skills, and abilities of a results-driven work philosophy and focus. Throughout this three-year effort, he allocated a significant amount of time working closely with the Acting ATSD(IO) and his staff, since they were—and remain—the key customers second only to the Secretary of Defense in this organizational-placement review. By taking this customer advocacy approach, Mr. Munson was able to keep the staff effort focused on the key issues. At important junctures, he exhibited important decisiveness in taking the next staff-action step, whether it was another move to get an updated DoD OGC coordination or an effort to provide updated advice to the DA&M or the Special Assistants to the Secretary and Deputy Secretary of Defense. **Result:** His technical credibility in the area of Defense Intelligence and Intelligence Oversight and his resilient ability to solve problem after problem as they arose literally kept this action on track. As a result, the Secretary and his key senior advisors were presented with top-notch analyses and recommendations across a very protracted effort. As an example of the demonstrated quality of his work, the IG DoD hand wrote the following on one of Mr. Munson's substantial staff packages going to the Secretary of Defense: "This Action Memo is extremely well done."
- **Lead Coordinating Manager—DoD Responsibilities with National Security Space (NSS):**
  - Led a comprehensive DoD-wide effort to respond to a Deputy Secretary of Defense tasking to identify all current NSS responsibilities across the Department. The response, which was formally coordinated in a challenging seven-month effort in 2006-2007, described the responsibilities of 35 senior officials and commanders, as well as 17 boards, councils, or committees that provide advice to the Secretary of Defense and provide corporate guidance or functional direction on NSS matters to the DoD Components. **Result:** The Deputy Secretary of Defense was provided key information that will inform his decisions with improving NSS management and programs in the Department well into the future, and will inform important National and Defense decisions that need to be made regarding the financial, human capital, and technology dimensions of National Security Space operations, programs, and activities across the Department of Defense.
  - Managing the coordination effort and developing the final staff package required substantial use of communications skills given the large number of senior stakeholders involved. To ensure the accuracy, relevance, and clarity in the information to be provided to the Deputy Secretary, he quickly re-coordinated the integrated summary instruments on numerous occasions with key subject matter experts and then persistently communicated with appropriate senior leaders and managers whose organizations had not yet responded to the tasker. **Result:** Under the circumstances and given the fact that a comprehensive summary of organization and management

arrangements of NSS had never been conducted before by ODA&M, Mr. Munson completed this major project quickly—and it significantly benefited Deputy Secretary of Defense decision-making.

## **BUSINESS ACUMEN**

Mr. Munson has demonstrated executive business acumen in many ways in his assignments as a GS-15/YA-3 and as a Captain in the U.S. Navy Reserve. He has managed human, financial, and information resources in a strategic and highly effective manner. For example, he:

- **Program Director—Biennial Review Program:**
  - From 1998 to the present, developed, acquired, and managed five distinct Biennial Reviews drawing upon the full range of resources necessary for programmatic and operational success. He developed and managed a highly dynamic human capital strategy and innovative multi-sector workforce that included the use of a formal network of more than 80 senior representatives from OSD, the Joint Staff, the Defense Agencies, and DoD Field Activities, as well as a contractor support team of six personnel (including a retired Army Lieutenant General). **Result:** Each member of this network represented the equities of their respective organizations, and as a result the Biennial Review Program has continuously improved its value to the senior leadership of the Department with each biennial cycle.
  - Developed and managed the financial plan supporting the Biennial Review through the program, planning, and budgeting process anchored in the O&MP annual and multi-year budget plan. Since 1998, he has been responsible for total programmatic dollars in excess of \$4 million, and he managed and executed these financial resources in a high impact and cost-benefit manner. **Result:** The organizational customer feedback on the Defense Agencies and DoD Field Activities significantly improved the ability of these organizations to meet their mission requirements.
  - Advocated and managed an increasing emphasis on leveraging technology for Program execution. Starting with the 2001-2002 Biennial Review and based on his leadership and emphasis, more than 85% of the 10,000+ organizational customer surveys for each cycle were conveyed and processed using a secure Internet web site. **Result:** A higher survey response rate was achieved using the Internet than would have otherwise been the case, and accuracy and fidelity of survey results significantly improved as well.
  
- **Lead Author and Coordinating Manager—DoD CIFA Stand-Up:**
  - Led, directed, and managed the organizational and management planning effort over an 18-month period that led to the establishment of the DoD Counterintelligence Field Activity (CIFA) in 2002. He developed the stand-up plan, the organizational-management structure, and the approval and implementation instruments for Deputy Secretary of Defense. **Result:** The post-9/11 environment required an improved and expanded approach to counterintelligence in the Department, and the establishment and operations of the DoD CIFA greatly strengthened the counterintelligence posture of the Department.
  - Provided key inputs to the stand-up business plan, which included a full resource plan and analysis across more than 10 DoD Components in the field of counterintelligence. He provided more than 25 specific recommendations across all aspects of establishing a new DoD Component to the stand-up team and key OSD PSAs. These recommendations included acquisition authorities, workforce composition, and organizational structure. **Result:** The nascent leadership team responsible for the stand-up—including the senior official who would become the first Director of DoD CIFA—all benefited significantly from Mr. Munson's advice and recommendations from an O&MP perspective.

- **Program Director—Portal Monitoring Program Management:**
  - Served as the supervising Program Manager and then Program Director responsible for all acquisition and contracting support so that the On-Site Inspection Agency (OSIA) on behalf of the United States Government could achieve its required Portal Monitoring mission from 1989 to 1994. Initially focused only on the INF Treaty, he developed an innovative organizational vision and strategy that anticipated an expanded mission for the Agency, and built an innovative contract arrangement that provided for expanded options for support in case future arms control treaties contained Portal Monitoring requirements. **Result:** The Department of Defense was able to meet all U.S. Government portal monitoring provisions, which, in turn, significantly reduced the threat of nuclear weapons previously targeted at the United States, Europe, and other U.S. allies.
  - Drawing upon the Agency's financial processes, oversaw the program budget, led and oversaw the development of numerous, complex Statements of Work, and partnered with a variety of Contracting Officers to ensure that all monitoring and inspections were fully supported with the right experts at the right time. He successfully oversaw contract programs with a combined value of more than \$200M, and was also responsible for overseeing the operations and maintenance of a nine million electron volt industrial x-ray system operated by U.S. Inspectors on a 24x7 basis at the U.S. inspection site near Votkinsk, Russia. The logistics, repair, and maintenance effort associated with this major piece of inspection and verification equipment demonstrated his ability to use technology in a highly effective manner to achieve mission success. **Result:** OSIA demonstrated strong stewardship of taxpayer monies while also meeting all Portal Monitoring requirements in a highly cost-effective manner.
  
- **Commanding Officer, Military Sealift Command European Port Operations Unit:**
  - From 2001 to 2004, led, managed, and directed the full spectrum of resources necessary for Unit operations and mission accomplishment, including \$1.2M in annual training and readiness budget. During this timeframe, the Navy Reserve was transitioning between IT systems that processed the orders for active duty training, active duty for special work, and additional active duty for training. He devised a Unit-led financial management and tracking process that compensated for the weaknesses of the Component-wide system, and achieved a 100% funds usage rate for training and readiness in spite of these obstacles. **Result:** All Unit members were able to complete their mandatory readiness training during all three years, and were ready for mobilization, if needed.
  - Pro-actively acquired and administered human, financial, material, and technology resources to support the Unit mission, which was to be ready to lead and conduct cargo operations in any port on the East and Gulf coasts of the United States and at any major port in Europe. As the Rater and Senior Rater for all officers and enlisted personnel in the Unit, he was extremely proactive and thorough with all performance evaluations, which are the principal drivers behind all military advancements and promotions. He maintained a 100% on-time submission rate for more than 425 performance and performance-related documents over his three-year command. He also was highly successful recruiting individuals to join the Unit, and from his first to third year filled all vacant enlisted billets. As a strong advocate of recognizing top performers, he also nominated more than 35 personnel for personal awards. **Result:** His Unit had a demonstrated high volunteer rate for mission assignments driven largely by high morale.

## **BUILDING COALITIONS**

Mr. Munson has excelled at building coalitions both internally to the Department of Defense and externally with other federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, and international organizations to achieve common goals. For example, he:

- **Coordinating Manager in Strategic Partnership with DoD OGC:**
  - Collaborated with the DoD OGC staff across a substantial range of actions, projects, and programs that included, but were not limited to, Defense Intelligence Component charter directives, recent Secretary of Defense-DNI Memoranda of Agreement, and a variety of information and white papers, such as a seminal paper on the historical underpinnings and current management and legal interpretation and application of the terms “authority, direction, and control” within the Department. **Result:** Through consensus building and cooperation pursued over a multi-year period, he played a central role in maintaining and enhancing the ODA&M-DoD OGC organizational relationship.
  - Developed and maintained strategic relationships with a number of senior attorneys with the pro-active purpose of preserving the prerogatives and authorities of the Secretary of Defense, while acknowledging that the Director of National Intelligence (DNI) also possesses important responsibilities and authorities. **Result:** In so doing, he was able to identify and adapt to both internal and external politics with a precise understanding of organizational and political reality.
  
- **Lead Directorate Outreach Manager, DoD Overview Briefing:**
  - Served as the lead preparer and briefer for the *Organization and Management of the Department of Defense* and *DoD Overview Briefing* from 1999 to the present. He expanded ODA&M and O&MP organizational networks and potential future organizational allies internal to the Department of Defense by presenting these briefings to a wide array of audiences, including more than 750 members of the DoD SES corps as participants in the DoD APEX Course. He also provided briefings to nine classes at the Joint Counterintelligence Training Academy from 2004 to the present. The slides for these briefings were also used in November and December 2006 as part of the transition for the then-incoming Secretary of Defense. **Result:** These executives and senior operational managers gained important insights into the authorities of the Secretary of Defense and DoD organizational structure and management priorities that informed their future management actions and leadership decisions within their respective organizations.
  - Expanded DoD networks and influence externally by presenting briefings to a myriad of senior officials from foreign governments and audiences external to the Department, including several Ministers of Defense from a number of South and Central American countries, the Deputy Minister of Defense from the Republic of Ukraine, students from the United Kingdom, graduate students from Georgetown University, and participants in the Department of State Senior Seminar. **Result:** These senior officials gained a better understanding of key DoD organizational, structural, and management characteristics, as well as governance and decision-making processes within the Department that could be used, as applicable, in their own organizations and countries.
  
- **U.S. Port Captain for Antwerp, Belgium and Rotterdam, The Netherlands:**
  - In two of the largest ports in the world and in a tense political atmosphere and extremely difficult operational environment, led a diverse group of U.S. Navy personnel responsible for the staging and on-load of more than 20 roll-on/roll-off sealift cargo ships, many of which were commercial ships under contract with the U.S. Government. He was also responsible for coordinating anti-terrorism/force protection activities with the host governments, national and local law enforcement, host nation military, and port authorities. **Result:** Relations with both the governments of The Netherlands and Belgium were well maintained regardless of the larger politico-military landscape with combat operations imminent in and around Iraq.
  - Led the certifying and delivering of sailing orders to the Masters and First Mates of roll-on-roll-off ocean-going cargo ships. He overcame numerous obstacles with each load-out and was able to negotiate and modify the sailing orders, and often communicate these directions to Masters who were not native speakers of English. **Result:** In spite of substantial anti-war demonstra-

tions both pier side and harbor side and the wide variety of ocean-going cargo ship crews, the mission of transporting billions of dollars of Army and Air Force equipment to USCENTCOM via sealift from Europe was successfully carried out; all equipment arrived on time in the Mediterranean, and then in the Gulf according to plan, and was ready for use at the start of Operation Iraqi Freedom.

- **DoD Treaty Representative to the Republic of Turkey:**
  - Served as the DoD Conventional Forces in Europe (CFE) Treaty Representative to the Republic of Turkey from October 1995 to February 1996 during a treaty-based, intensive inspection period aimed at recertifying the levels of CFE Treaty Limited Items. He developed personal and organizational alliances with senior U.S. officials at the U.S. Embassy in Ankara and base commanders at more than 15 Turkish, NATO, and U.S. bases and installations within the Republic of Turkey. **Result:** Demonstrating astute political savvy, he led, directed, and conducted highly successful inspection missions in compliance with the CFE Treaty during this multi-month, highly visible effort.
  - Achieved a high degree of success in spite of very difficult and tense situations between the Turkish General Staff and Russian Federation Treaty Inspectors and representatives regarding the implementation of CFE Treaty inspection provisions. Emphasizing cooperation to achieve the common goal of a successful implementation of a major arms-control treaty and a key instrument to maintain peace and security in Eurasia, he pro-actively and forcefully represented the Department of Defense and the U.S. Government in pre-inspection meetings and negotiations, and was able to gain the cooperation and support from his international counterparts. **Result:** Recertified baseline inspections for the CFE Treaty in the Republic of Turkey were successfully carried out.
- **Commanding Officer, Supreme Allied Command—Atlantic Headquarters Unit, NATO:**
  - Led, managed, and directed a 33-person Navy Reserve Unit with 11 Captains/O-6s and eight Commanders/O-5s as a Captain in the U.S. Navy Reserve. Although Mr. Munson's Unit was based out of the Washington, DC area, he led his Unit to record-setting levels of direct operational support to the SACLANT Headquarters Staff in Norfolk, VA. **Result:** At the end of his two-year assignment, the senior U.S. Navy Admiral on the SACLANT staff ranked him #1 out of 8 other Reserve Unit O-6 Commanding Officers.
  - Conceptualized and implemented a direct-support program unprecedented in the recent history of SACLANT Headquarters. This achievement was particularly noteworthy in that his Unit members lived across the United States in 14 different states. **Result:** The Unit provided direct support to 37 major projects, programs, and activities supporting activities in Norfolk, VA, Mons, Belgium, and Brussels, Belgium, as well as numerous military-to-military missions conducted by NATO to other countries in Europe, Asia, and Africa. Unit members received an unprecedented number of personal military awards, including five awards of the Defense Meritorious Service Medal.

## EDUCATION

Master of Arts in National Security and Strategic Studies, United States Naval War College (NWC), Newport, RI; Degree awarded in June 1998. **Key courses:** Strategy and Policy; National Security Decision Making; and Advanced Research Project supporting the NWC Global War Game 1998. Electives: Maritime Sovereignty and Ocean Policy; and Joint Land, Aerospace, and Sea Simulation course and global crisis game, which was held at the Air War University, Maxwell AFB, AL.

Master of Arts in Regional Studies on Russia, Eastern Europe, and Central Asia, Graduate School of Arts and Sciences and the Russian Research Center, Harvard University; Degree awarded in June

1988. Key course areas: U.S. and Soviet/Russian Foreign Policy; Politics and Domestic Economics in Centrally Planned Economies; Governmental structure and processes in the USSR; Cultural and Ethnic History of Russia and the Soviet Union; General History; and, the Russian language.

Master of Public Administration, Kennedy School of Government, Harvard University, Cambridge, MA; Degree awarded in June 1987. Key course areas: Defense Policy, Planning and Budgeting; Defense Strategy and Resource Allocation; Federal Policy Development; and Ethics in Government.

Bachelor of Science in Naval Science with a Minor Equivalent in Russian Area Studies, United States Naval Academy, Annapolis, MD; Degree awarded in June 1978. Key courses: Calculus; Chemistry; Physics; Thermodynamics; Electrical Engineering; Naval Engineering; Leadership; Weapons Development and Tactics; Navigation; History of the U.S. Navy; the Russian language; Russian and Soviet History; and Communism in Theory and Practice.

**Continuing Education:**

- Organizational Theory, George Mason University, 2001.
- Macroeconomics and National Security, University of Massachusetts, 2001.
- Microeconomics, University of Massachusetts, 2000.
- Financial and Managerial Accounting, University of Massachusetts, 2000.
- Financial Accounting, University of Massachusetts, 1999.

**Professional-Development and Executive Leadership Training:**

- Defense Leadership and Management Program Graduate, July 2005.
- DoD Emergency Preparedness Course, 2005.
- National Incident Management System Course, Emergency Management Institute, Federal Emergency Management Agency, 2005.
- Executive Leadership, Darden School of Business, University of Virginia, 2004.
- APEX Orientation Course (attended the FEI portion), 2002.
- National Security and Management Course, Syracuse University and John Hopkins, 1996.
- Federal Executive Institute, 1993.

**Short Course Examples** (A comprehensive list can be provided upon request):

- Congress and Intelligence, Government Affairs Institute, 2000 and 2002.
- Hearings and Congressional Testimony, Government Affairs Institute, 1999.

Mary Claire Murphy

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#### PROFESSIONAL EXPERIENCE

- *currently VP for Meetings & Conventions at US Telecom Assoc.*  
The Eagleburger Commission  
Special Assistant to the Chairman 1998 ~~present~~ <sup>2001</sup>

- Principal staff to former U.S. Secretary of State, Lawrence S. Eagleburger, in the development of an International Commission founded with the mandate of establishing a comprehensive and worldwide claims effort to expeditiously address and resolve the issue of unpaid insurance policies issued to victims of the Holocaust. Developed procedures and protocol for supervising 100 person Commission, composed of sovereign, corporate and non-governmental organizations. Responsibilities include Commission management, media relations, strategic planning and liaison with official observers from the governments of Belgium, the Czech Republic, France, Germany, Italy, Israel, the Netherlands, Poland and the United States. Assisted in the development of the Commission's regulatory processes, managing and planning the development of standards, guidelines, policies, advertising campaigns and administration.

#### Cellular Telecommunications Industry Association

Vice President, Association Programs 1996 -1998  
Executive Director, Special Projects 1994 - 1996

- Directed the department responsible for 46% of Association's annual operating revenue. Supervised and implemented all aspects of the Association's two annual conventions, ranging from 2000 to 24,000 attendees. Developed and administered the Association's \$15 million annual convention budget, resulting in an increase of the convention's gross revenue by 233% in four years. Implemented targeted marketing and promotional campaigns resulting in a 150% increase in convention attendance. Responsible for over 200 Association programs annually, including conferences, seminars, Board of Directors meetings, CTIA Foundation and International VIP events. Supervised the reorganization and management of the association's Meetings & Convention department, and successfully established and implemented new in-house Creative Design division.

#### U.S. Department of State

Assistant Chief of Protocol 1991-1993

- Directed the Office of Protocol Ceremonial Division and its staff of twelve. Responsible for organizing all official ceremonial functions hosted by the Secretary of State and other high-ranking U.S. Government officials, including U.S. visits by foreign heads of state, Inaugurations, State funerals, Joint Meetings and Joint Sessions of Congress as well as managing participation of the Diplomatic Corps in same public events. Responsible for protocol guidance for all ceremonial events, and creation of new policies and procedures governing U.S. diplomatic protocol.

**Ruder Finn, Inc.****Vice President, Director of Corporate Communications 1989 -1991**

- Supervised the Arts & Communications Counselors division in the Washington office and served as liaison between numerous Fortune 500 corporate clients and cultural institutions. Managed a variety of sponsorship and marketing programs in the health and education fields. Created partnerships among corporate, government and non-profit entities to advance their respective interests through collaborative projects. Clients included Chase Manhattan Bank, Citicorp, Glaxo, ICI Americas Inc., Jos. E. Seagram & Sons, First Brands and Ford Motor Company.

**Rogers & Cowan, Inc.****Director of Sponsorship Programs 1983 -1989**

- Responsible for creating, planning and coordinating all aspects of public affairs programs and special promotional projects for all clients of the firm, including AT&T, Ford Motor Company, RJR Nabisco, American Express, Philip Morris, Polaroid, Home Box Office, J.C. Penney Company and Xerox Corporation. Planned and supervised all logistics to implement conferences, press events, movie and theatre premieres, exhibition openings and receptions throughout the U.S. and Europe.

**Republican National Committee****Assistant Coordinator of Women's Programs 1982 - 1983**

- Served as the assistant to the director of women's outreach programs and forums across the United States in preparation for the 1984 Presidential election.

**AWARDS**

- 1996 ASAE Best Promotional Campaign Award – "WIRELESS"
- 1996 Telly Award, Mandela Film
- 1996 International Academy of Communications Arts & Sciences, Mandela Film
- U.S. Department of State, Meritorious Service Award December, 1992
- Rogers & Cowan, Inc. 1987 Star of the Year Award

**EDUCATION**

The University of the South, Sewanee, Tennessee  
Bachelor of Arts, 1982

Native of Thomasville, Georgia

**David Mussington, PhD**

Deputy - Policy and Programs  
 Office of Security Strategy and Special Operations  
 National Railroad Passenger Corporation  
 60 Massachusetts Avenue, NE  
 2E113  
 Washington DC 20002

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**Professional Experience**

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August 2007 - Present (14 months) **Deputy - Policy and Programs at Office of Security Strategy and Special Operations, National Railroad Passenger Corporation**

Duties: Lead Official - Security Policy Formulation; Responsible policy official - Transit Security Grant Program (Amtrak); direct Amtrak security capital planning framework (infrastructure protection projects); Planning lead - terrorism risk management and technology identification for counter-terrorism solutions; represent Amtrak on the Security Risk Management Committee of the American Public Transportation Association (APTA)

July 2006 – August 2007, **Senior Principal Officer – Security Evaluations and Intelligence**, National Railroad Passenger Corporation (Amtrak) – Office of Inspector General

Duties: Counter-Terrorism Program Oversight, Security Reviews and Security Standards Identification and Development, Senior official in charge of security evaluations and special advisor to the Inspector General.

August 2004 – **Appointed** to Adjunct Faculty, Security Studies Program (SSP), Georgetown University, Edmund A. Walsh School of Foreign Service, Georgetown University, teaching seminars on Information Operations and Information Warfare, International Relations

October 1995 – July 2006 - **Political Scientist**, RAND Corporation

Research Areas: Homeland Security and Counter-Terrorism, Critical Infrastructure Protection, Information Assurance and Information Security, Terrorist Finance

SWORN IN AS A NATURALIZED U.S. CITIZEN, JULY 27, 2003

**Visiting Professor and Co-Director**, 1994-1995: International Organizations and Non-Proliferation Project (IONP), Center for Non-Proliferation Studies, Monterey Institute of International Studies (MIIS)

**Research Associate**, 1993-94: International Institute for Strategic Studies (IISS). Authored Adelphi Paper 291, *Understanding Contemporary International Arms Transfers*, September 1994.

**Post-Doctoral Fellow**, 1991-93: Belfer Center for Science and International Affairs (BCSIA), John F. Kennedy School of Government, Harvard University.

**Harvard MacArthur Scholar and Research Fellow**, 1992-93, Center for International Affairs (CFIA), Harvard University.

**Defence Scientist and Pre-Doctoral Candidate**, 1989-91, [Office of the] Assistant Deputy Minister National Defence - Policy and Communications, Government of Canada

### Education

**Ph.D. Political Science**, Carleton University, Ottawa, 1994

**M.A. Political Science**, University of Toronto, 1985. Specialization: International Relations

**B.A. Economics and Political Science (Honors)**, University of Toronto, 1984.

### Selected Publications and Reports

#### Books

*Concepts for Enhancing Critical Infrastructure Protection: Relating Y2K to CIP Research and Development* (Santa Monica, CA: RAND) Science and Technology Policy Institute, MR-1259-0STP, 2002

*Exploring Money Laundering Vulnerabilities through Emerging Cyberspace Technologies: A Caribbean-Based Exercise* (with Peter A. Wilson and Roger C. Molander), (Santa Monica, CA: RAND), MR-1005-OSTP/FinCEN, 1998.

*Explorando Las Vulnerabilidades Del Lavado Del Dinero Por Medio De Las Tecnologias Emergentes Del Ciberespacio: Une Ejercicio De Base Caribeno.* (With Peter A. Wilson and Roger C. Molander), (Santa Monica, CA: RAND), MR-1005/1-OSTP/FinCEN, 1998.

*Strategic Information Warfare Rising* (with Roger C. Molander, Peter A. Wilson, and Richard F. Mesic), (Santa Monica, CA: RAND), MR-964-OSD, 1998.

*Cyberpayments and Money Laundering: Problems and Promise* (with Roger C. Molander and Peter A. Wilson), (Santa Monica, CA: RAND), MR-965-CTI, 1998.

*US Foreign Economic Policy and High Technology Industries: The Case of Imaging and Satellite Technologies* (Monterey, CA: Center for International Trade Strategy, Monterey Institute of International Studies, September 1995).

*Arms Unbound: The Globalization of Defense Production* (Cambridge, MA: CSIA Studies in International Security No.4, Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University/Brassey's (US) 1994).

Understanding Contemporary International Arms Transfers, *Adelphi Paper 291*, (London: IISS/Brassey's, September 1994).

### Peer Reviewed Articles

"Transnational Challenges and the International Security Environment," (with William Rosenau and Kemper Gay), *Law Enforcement and Low Intensity Conflict*, 3,1, (1998).

"Defense Conversion and Industrial Competitiveness in the United States: A New Test for Industrial Policy," *Business and the Contemporary World*, " 2, 1995, pp. 146-156.

"The International Control of the Arms Trade," *Revue Belge De Droit International*, 1993/1, pp. 53-57.

"Foreign Policy Latitude and Consensus Formation in the Western Security Community After the Cold War," in Frank Miceli, ed., *The Security Reader, Columbia University* (New York: Institute for War and Peace, Columbia University, Spring 1992).

"International Studies: Authentic Paradigms and the Necessity of Choice," *International Studies Notes*, 14, 2 (Spring 1989), pp. 45-49.

### Monographs

*Two Concepts for Improving Capabilities in Information Security/Information Assurance* (for the White House Office of Science and Technology Policy), (Santa Monica, CA: RAND), August 2002

*Research and Development Challenges in Critical Infrastructure Protection* (for the White House Office of Science and Technology Policy), (Santa Monica, CA: RAND), PM-1034-STPI, February 2000.

*The 1999 US-UK "Day After" Critical Infrastructure Protection (CIP) Exercise*, with Roger Molander et al., (Santa Monica, CA: RAND), PM-1019-OASD (C3I), December 1999.

*On the Eve of Y2K: An Interim Integrated Look at the Y2K Problem*, with Roger Molander et al., (Santa Monica, CA: RAND), PM-1022-NIC, December 1999

*The Day After...Y2K After-Action Report*, with Roger Molander, Peter Wilson, Jennifer Brower, Richard Mesic, Robert Anderson, and Orly Yaniv (for the National Intelligence Council) (Santa Monica, CA: RAND) PM-964, July 1999.

*Identifying Potential Institutional Problems in Critical Infrastructure Protection Policy*, (Santa Monica, CA: RAND), PM-982-STP, September 1999.

### Chapters in Edited Volumes

"Cyber Terrorism and Homeland Security," in David Charters, (ed.) *Asymmetric Strategies, Homeland Security, and Public/Private Sector Responses*. (Fredericton, NB: University of New Brunswick, Canada 2005).

"The Day After Methodology and Defense Analysis," in Greg Treverton (ed.) *Defense Analysis Methods for the New Century*, (Santa Monica: RAND, 2002).

“Asia Defense Policy and Procurement Trends,” and “Information Warfare,” in JR Wilson (ed.), *Defense and Security Review 1998* (London: Atalink Publishing, 1998).

“Asia Defense Policy and Procurement Trends,” in JR Wilson (ed.), *Defense and Security Review 1997* (London: Atalink Publishing, 1997), pp. 24-29.

“Contending Models for Preventing Excessive and Destabilizing Arms Buildups,” in Andrew Latham (ed.), *Multilateral Approaches to Nonproliferation* (Toronto: York University Centre for International And Strategic Studies, 1996), pp. 19-33.

#### **Periodical Articles**

“Protecting Critical Infrastructure”, *RAND Research Review*, (July 2002).

“The Emergence of Electronic Money,” *Compuweb*, (October 1996), <http://www.pollux.com>.

“Throwing the Switch in Cyberspace,” *Jane’s Intelligence Review*, (July 1996), pp. 331-334.

#### **Conference Papers and Briefings**

“Cyber-Terrorism and Homeland Security,” *Terrorism, Asymmetric Warfare and Homeland Security: Understanding the Issues One Year After 9/11*. The Wu Conference Center, University of New Brunswick, Fredericton, NB E3B 5A3. October 4-5, 2002.

“Critical Infrastructure Protection: Securing the Banking and Financial Services Infrastructure”, Naval Postgraduate School, 16/18 July 2002.

“Potential Abuse in the Digital Economy: Research and Analytical Insights,” (with Roger Molander and Peter A. Wilson), Invitational Briefing hosted by Racketeering and Audit Unit, Federal Bureau of Investigation Laboratory, 18 February 1999.

“The Financial Crimes Enforcement Network (FinCEN)-RAND Simulation Exercise”, with Dr. Roger Molander. *Sixth Annual Fraud and Enforcement Training Conference*, Arlington, VA. October 8, 1997. Sponsored by the Federal Deposit Insurance Corporation.

“The Shifting International Economic and Political Context of Remote Sensing” May 5-10, 1997 Bremen, Germany (4<sup>th</sup> International Space Congress), Presentation and Discussant Remarks.

“The Proliferation Challenges of Cyberspace,” presented at *Cyberspace and Outerspace: NACD in the 21<sup>st</sup> Century*, Ottawa, Government Conference Center, March 3-6, 1997. Hosted by the Department of Foreign Affairs and International Trade, Government of Canada.

#### **Professional and Other Activities**

Member:       The International Institute for Strategic Studies (IISS)  
                   The American Political Science Association (APSA)  
                   The Planetary Society

# Kenneth A. Myers III

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## PROFESSIONAL EXPERIENCE:

**Senate Committee on Foreign Relations.** Senior Professional Staff Member  
Washington D.C., January 2003 – Present.

Assists the Ranking Member with oversight of United States foreign policy towards Western, Central and Eastern Europe, Russia, Ukraine, the Caucasus, and Central Asia; nonproliferation, counter-proliferation, and arms control diplomacy and programs, and international arms sales; responsible for reviewing and vetting nominees for ambassadorial posts in Europe and the former Soviet Union; and serves as primary Republican staff liaison with the Department of Defense, National Security Council, and the White House. Manages a team responsible for overseeing implementation of the Nunn-Lugar Cooperative Threat Reduction Program; the Lugar-Obama Cooperative Proliferation Detection, Interdiction Assistance, and Conventional Threat Reduction Act; drafting of resolution of ratifications for NATO Enlargement, the Moscow Treaty, IAEA Additional Protocol, and numerous other international agreements including the US-India Nuclear (123) Agreement; responsible for preparing annual authorization legislation for European and former Soviet accounts, arms control, and nonproliferation policies and budgets; oversight and Congressional approval of government and private sales of items covered by the Arms Export Control Act; assists in development of legislative and floor strategy for Committee legislation and nominations; develops, plans, and coordinates the Ranking Member's foreign travel.

**Office of Senator Richard Lugar.** Legislative Assistant for National Security;  
Washington D.C., January 1995 – January 2003.

Assisted Senator on foreign affairs, international politico-military matters, national security issues, international treaties, Nunn-Lugar - Cooperative Threat Reduction legislation, Nunn-Lugar-Domenici - Defense Against Weapons of Mass Destruction legislation, NATO Enlargement, U.S.-European and U.S.-N.I.S. relations, staff oversight for Defense Authorization and Appropriation Bills and Ballistic Missile Defense. Prepared committee hearing materials and opening statements; interfaced with Foreign Relations and Armed Services Committees and with requisite executive branch agencies including A.I.D., National Security Council, State, Energy, and Defense Departments; drafted and prepared floor debate strategy and materials for arms control agreements such as the Anti-Ballistic Missile Defense Treaty, START II, Chemical Weapons Convention and the Biological Weapons Convention; drafted and prepared of floor debate strategy and materials for Defense Authorization Act amendments such as Nunn-Lugar and Nunn-Lugar II; bilateral Enterprise Funds; and denuclearization / dismantlement / defense conversion assistance to N.I.S.

**Robinson Lake Sawyer Miller.** Senior Associate, Legal and Public Representational Firm;  
Washington D.C. May 1994 - December 1994.

Specialized in U.S. public and private sector investments in the states of the former Soviet Union. Responsible for detailed analysis of U.S. foreign and assistance policies toward the N.I.S. and of the requisite N.I.S. governmental reforms, including Nunn-Lugar Cooperative Threat Reduction legislation and bilateral Enterprise Funds; interface between U.S. and N.I.S. joint venture candidates; prepared work plans for U.S. joint venture partners; firm's contact with U.S. Government assistance agencies: O.P.I.C., Export-Import Bank, Defense, Energy, State, Agriculture, and Commerce Departments; established firm's office in Kiev, Ukraine; accompanied clients on trips to Ukraine and subsequent governmental contract negotiations.

**EDUCATION:**

**Master of Arts. World Politics, May 1994.**

Catholic University of America, Washington D.C.

Concentrations: Foreign Policy, International Economics, Intelligence.

Thesis: The Denuclearization of the Former Soviet Union: The Nunn-Lugar Initiative in U.S.  
Foreign Policy.

**Bachelor of Arts. Liberal Arts and Sciences, May 1992.**

Virginia Polytechnic Institute and State University, Blacksburg, Virginia.

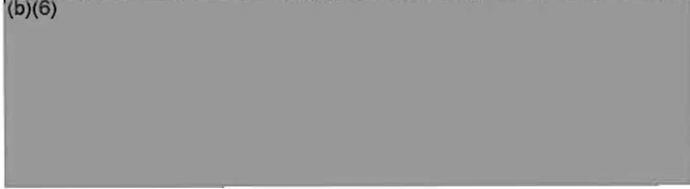
Concentrations: Political Science, International Affairs, History, and English.

References available upon request.

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**JEFFREY (JEB) NADANER, J.D., Ph.D.**

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2004-present **U.S. DEPARTMENT OF DEFENSE, Schedule C Presidential Appointee.**

- **Special Assistant to the Under Secretary of Defense for Policy, Douglas J. Feith.**
  - Coordinate long-range strategic-planning projects in the global war on terrorism: disrupting terrorist networks, countering ideological support for terrorism and protecting the American homeland.
    - Work with OSD components (including Strategy, International Security Affairs, SOLIC, Homeland Defense, Office of Net Assessment, OGC, PA&E, etc.), the Joint Staff and the Combatant Commands.
  - Develop recommendations, and prepare briefings and memoranda for senior leadership in DoD and the Executive Branch on a wide variety of subjects – e.g., the Middle East, legislative affairs, and communications.
  - Review intelligence community materials.
  - Meet with outside experts and civic and political groups.
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**U.S. DEPARTMENT OF STATE, Schedule C Presidential Appointee.**

- **Senior Advisor to the Assistant Secretary of State for International Organizations, Kim Holmes, and the Deputy Assistant Secretary of State, Jackie Sanders.**
  - Undertook policy-planning on:
    - U.S. multilateral diplomacy in the post-9/11 era.
    - Iraq and the UN.
    - International organizations and terrorism and WMD proliferation.
    - Peacekeeping and reconstruction.
    - U.S. human rights strategies.
    - Reforming the UN.

- 2002 **U.S. DEPARTMENT OF STATE, Presidential Appointee—Schedule C**
- Senior Speechwriter for the Secretary of State, Colin S. Powell, and Foreign Policy Analyst with the Policy Planning Staff.
    - Wrote speeches, talking points, and articles for the Secretary of State.
    - Coordinated State Department and interagency clearances of speeches.
    - Received the State Department Meritorious Honor Award with three other recipients.
- 
- 1995-2002 **YALE UNIVERSITY, Ph.D., 2002, Diplomacy & Strategy, History Department**
- Dissertation—“Shifting Sands: President Kennedy and the Middle East”
  - Fellow, International Security Studies, working on:
    - U.S. grand strategy.
    - Middle Eastern diplomacy, politics and culture.
    - Intelligence, missile defense and proliferation.
  - John M. Olin Foundation Fellow and Smith Richardson Fellow
  - Berkeley College Fellow
- 
- 1999-2000 **BUSH-CHENEY PRESIDENTIAL CAMPAIGN**
- Served George Shultz’s Executive Assistant, Charles Hill.
- 
- 1995-2002 **STRAIGHT TRADING CO. & RUDOLF FRIEDMANN, INC., New York** (b)(6)
- Built and helped run family wholesale businesses with nationwide sales.
  - Oversaw finances, product development, sales plans, subcontracting and personnel.
- 
- 1991-1994 **UNITED STATES DEPARTMENT OF JUSTICE, Trial Attorney**
- Litigated cases involving a host of financial institutions, the armed services and law enforcement agencies.
- 
- 1989-1990 **GINSBURG, FELDMAN AND BRESS, Associate (Attorney)**
- Drafted contracts, prepared litigation papers and researched the law.
- 
- 1986-1989 **UNIVERSITY OF PENNSYLVANIA SCHOOL OF LAW, J.D.**
- 
- 1982-1986 **DUKE UNIVERSITY, B.A. Religion, *Cum Laude***

## **PUBLICATIONS, PRESENTATIONS & PAPERS**

### ***US GLOBAL STRATEGIES— DEFENSE, INTELLIGENCE & DIPLOMACY***

- “Storms in the Distance: Foreign Policy Challenges in the 21<sup>st</sup> Century—A Global Strategic Overview,” Navy League, SWCT, January 25, 2001
- Decision 2000 Symposium, Fairfield County, November 7, 2000
- “Grand Strategy in Theory and Practice,” War Colleges Workshop, Yale University, June 23, 2000
- “Angleton, Intelligence, and the N-Problem,” ISS Colloquium in International History and Security, Yale University, February 13, 2000

### ***TERRORISM***

- “The War Against Terror: Five Myths about the U.S. and the Middle East,” Navy League, SWCT, October 25, 2001
- Gave the Middle Eastern and domestic U.S. analysis during the dinner-briefing for Sir Michael Jay, the incoming Permanent Under-Secretary for the British Foreign Office, Yale University, October 24, 2001
- Biological Weapons and Bioterrorism Panel, Trumbull College, Yale University, October 23, 2001
  - Following the presentations of virologist Paul Turner, and bacteriologists Ravi Durvasula and Ben Kirkup, I provided the strategic overview: an analysis of Middle Eastern biological and chemical weapons programs, the motivations of regional actors, the connections between terrorists and states, and the national security challenges that the U.S. faces at home and abroad

***IRAQ & THE PERSIAN GULF***

- “Iraq: Trammel up the Consequences,” Partitions: Surveying the Past, Mapping the Future, International Security Studies, Yale University, April 9, 1999
- “International Business in a Nationalist Environment: The Iraq Petroleum Company,” Coca-Cola World Fund Briefing, September 25, 1997
- “Anglo-American Relations with Iraq, 1958-1963,” SHAFR, U.S. Naval Academy, Annapolis, June 24, 1995

***THE U.S. & THE ARAB WORLD***

- “The Repercussions of the Suez Crisis on American Policy in the Arab World,” in Ombre Di Guerra Fredda: Gli Stati Uniti nel Medio Oriente durante gli anni di Eisenhower 1953-1961, ed. Antonio Donno (Napoli: Edizione Scientifiche Italiane, 1998): 495-516.
- “Turning Off the Oil Spigot: a Domestic History of the 1973-74 Energy Crisis,” Conference of the Society of Historians of American Foreign Relations, Georgetown University, June 22, 1997
- “Strife After Suez—the 1958 Middle Eastern Crisis,” UCLA Historical Journal (1997)
- “The U.S. Intervention in the Middle East, July 1958,” Council for Middle Eastern Studies, Yale University, April 2, 1997
- “U.S. Middle Eastern Policy in the Early Cold War Years,” Conference of the Society of Historians of American Foreign Relations, University of Colorado, Boulder, June 23, 1996

***ARAB-ISRAELI CONFLICT & U.S.-ISRAELI RELATIONS***

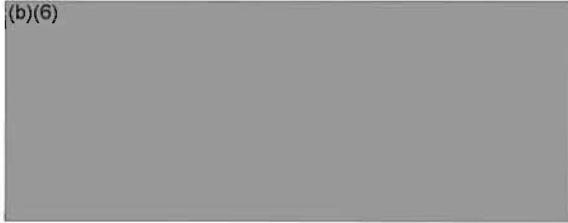
- President Bush, President Clinton, and Israel: America's Mideast Policies, Chabad, Stamford, CT, December 3, 2001
- Domestic Factors and U.S. Middle Eastern Policy, Chabad Center, Greenwich, CT, January 8, 2001
- Television interview, News Channel 12 on Palestinian Violence and the Dim Future of the Peace Process, October 12, 2000
- "Contemporary Middle Eastern Problems and the United States," International Security Studies Colloquium, Yale University, October 10, 2000
- "How to Interpret the News from the Middle East," Community Relations Council, Fairfield County, October 12, 2000
- KTI Annual Scholar-In-Residence, New York, February 11-12, 2000
- "'Difficult' Is Too Mild A Word For Middle East Negotiations," The Hartford Courant, November 7, 1999, C1.
- "The State of the Peace Process," Community Relations Council, Bridgeport, CT, September 9, 1999
- "In Perspective: A History of Arab-Israeli Talks," Young Leadership, Fairfield, CT, April 29, 1999
- "JFK and Israel," Sunday Morning Forum, Congregation Beth El, Fairfield, Connecticut, January 11, 1998
- "John F. Kennedy and the Middle East," Yale Symposium on Imperial, Colonial, and International History, Yale University, October 24, 1997
- "The Middle Eastern Peace Process," Luce Hall, Yale University, April 23, 1996

***ASIA & THE UNITED STATES***

- “Seeing The Forest, Not Just The Trees: From East Timor To A Strategic View Of Asia,” ISS briefing paper, September 8, 1999
- “Taiwan and the PRC: Removing the Cavernous Gap in American Policy,” ISS briefing paper, August 18, 1999
- “Our Illusionary China Policy,” ISS briefing paper, July 2, 1998

**DONALD L. NELSON**

(b)(6)



**PROFILE**

Senior military officer and civilian lawyer with 25 years of progressively responsible experience managing personnel, and materiel, seeking to serve with the second Bush Administration as a Deputy Assistant or Assistant Secretary of Defense, or similar position in one of the Service Departments. An excellent motivator and team builder with superior planning, organization, communications, and interpersonal skills who can successfully interface with all levels of management in any military or business environment, whether at home or overseas.

**PROFESSIONAL EXPERIENCE**

**Deputy Attorney General, State of California, 2000-Present.**

**Self-employed as a Business Lawyer, San Francisco and Palo Alto, 1992-2000.**

Notable accomplishments with one representative client, Sun Microsystems, were as follows:

- Negotiated and drafted many strategic technology licenses, product acquisition and distribution transactions needed to enhance long range capabilities of high technology clients and achieve revenue objectives.
- Aggressively teamed with general counsel and other senior executives to formulate corporate strategies and policies for protection of intellectual property, which were implemented, in part, by imposing tailor-made confidentiality and non-disclosure agreements and related employment agreements upon exempt personnel and independent contractors.
- Negotiated several senior executive terminations, all without litigation or public exposure.

**Managing Partner, Borton, Petriani & Conron, San Francisco.**  
**1988-1992.**

Notable accomplishments were as follows:

- Developed a \$5.2 million book of business and increased profits 5-fold over a 5 year period. Expanded office from 2 to 15 lawyers during same time frame.
- Totally responsible for management of San Francisco branch office of statewide law firm, including all business development activities as well as direct supervision of all attorneys, law clerks, and paralegals; numerous Superior Court jury trials as lead defense counsel.
- Practice Areas: Trials; Employment and Labor litigation; Construction Defect and Commercial litigation; Product Liability and Toxic Tort Defense.

**DONALD L. NELSON**

**Page Two**

**Senior Counsel, Bank of America NT&SA, San Francisco.**  
**1985-1988.**

**Notable accomplishments were as follows:**

- **Represented the Bank in complex financial services litigation involving lender liability and related environmental and bankruptcy issues.**
- **Managed outside litigation counsel in Northern California, with insistence upon task-based billing and adherence to stringent budgetary guidelines and other cost containment measures.**

**MILITARY SERVICE**

**Captain, United States Navy (Reserve)**  
**1968-2002.**

**Served in Persian Gulf during Operation Desert Shield/Desert Storm as the Navy's only representative on the Department of Defense War Crimes Documentation Commission (WCDC), 1991.**

**Significant mission contributions were as follows:**

- **Handpicked by General and Flag Grade Officers in Washington, D.C. to represent the Department of Defense in meetings with the U.S. Ambassador to Kuwait and The Emir to delineate the respective post-war roles of U.S. Armed Forces and Kuwaiti Forces, including the Kuwaiti Resistance, in conducting courts-martial and establishing war crimes tribunals and commissions.**
- **Adapted and augmented existing USCENTCOM SJA data processing system to accommodate war crimes information from HUMINT reports, field interview files, and captured Iraqi documents using lap-top and main frame computers.**
- **Assisted WCDC Director with on-site implementation of concept of operation which involved deploying WCDC personnel to 3 locations: Riyadh for data processing, Kuwait City for field investigations, and Dhahran for exploitation of documents in coordination with Defense Intelligence Agency Document Exploitation Center (DIA DOCEX).**
- **Identified a pool of 262 potential subjects for further war crimes investigations and possible trial by war crimes tribunals and military commissions**
- **In coordination with DIA DOCEX operation in Dhahran, provided Law of War guidance, advice and assistance in identifying and exploiting Iraqi documents**
- **Assisted in the preparation of final DOD War Crimes Report to Congress, and served as one of two co-authors of the Kuwaiti Theatre of Operations (KTO) section.**

**DONALD L. NELSON**

**Page Three**

Significant AT and ADT periods relevant to war crimes and operational issues, subsequent to Desert Storm, include the following:

- ADT at OJAG, Code 10 (International Law), The Pentagon, Washington, D.C. in July 1993; reviewed, revised, and redrafted all 24 proposed procedural rules for the UN War Crimes Tribunal for Bosnia-Herzegovina.
- ADT at Commander, U.S. Naval Forces Korea (CNFK) in August and September 1994; served as Senior Legal Advisor on Wartime Rules of Engagement (WROE) for Exercise Ulchi Focus Lens 1994. Also worked on classified Operational Law issues arising out of real world tensions then existent between North and South Korea.
- Active Duty at U.S. European Command, Stuttgart, Germany, March to October 2002, working operational issues in Operation Enduring Freedom that culminated in the liberation of Iraq in March 2003.

**EDUCATION**

UNIVERSITY OF MINNESOTA, B.A. *cum laude*, 1964; Economics and Political Science Majors, Minor in American History. GPA 3.90.

UNIVERSITY OF WISCONSIN, J.D., 1971; State Bar of California admission, 1978 (California State Bar No.: 81408). District of Columbia admission, 1978 (District of Columbia Bar No.: 948711)

Additionally, the following information is germane:

- (b)(6)
- Holder of OFFICIAL PASSPORT, issued December 2001.
- Navy Designator: 2505
- Primary NOBC: 2529 [International Law]
- Military Education:
  - 1) Graduate of LOMO [Law of Military Operations] Course, Naval War College
  - 2) Student, College of Naval Command and Staff [3 modules: a) National Security Decision Making; b) Strategy and Policy; and, c) Joint Maritime Operations], Naval War College

**PERSONAL**

(b)(6)

## EMPLOYMENT

United States Department of the Navy, Principal Deputy General Counsel, November 2005 to present  
 Trauger, Ney & Tuke, Nashville, Tennessee, Partner 1990 to present, Associate 1985 to 1990  
 Judicial Clerk to the Honorable Adrian G. Dupontier, U.S. District Judge for the Eastern District of Louisiana, 1984 to 1985

Vanderbilt University, Nashville, Tennessee, 1984

## EDUCATION

J.D., M.B.A.  
 Order of the Goli (Top 10% of class), Andrew Ewing Scholar  
 Jessup International moot Court Team, 1981 to 1982  
 Vanderbilt Law Review - Staff, 1982 to 1983; Editor, 1983 to 1984  
 Co-Author: "Special Project: An Analysis of the Legal, Social, and Political Issues Raised by Asbestos Litigation,"  
 36 Vand. L. Rev. 573 (1983)  
 Cornell University, Ithaca, New York, 1980  
 A.B., Biology and Society  
 National Merit Scholar

## PROFESSIONAL ACTIVITIES

Admitted to Practice:  
 Tennessee Bar Association:  
 Nashville Bar Association:  
 Vanderbilt University Law School  
 Adjunct Professor:  
 Dean's Council:  
 Reunion Gift Program:  
 Alumni Board:  
 Harry Phillips American Inn of Court:  
 Author:  
 CLE and Seminar Presentations:  
 Tennessee: Callhorst; U.S. 6th Circuit Court of Appeals; U.S. 5<sup>th</sup> Circuit Court of Appeals U.S. Supreme Court  
 Member, 1985 to present; Chair, Member Benefits Committee, 1999 to 2001;  
 Assistant Treasurer, 2002; Treasurer 2003 to 2005  
 Member, 1986 to present  
 Committee on Ethics and Unauthorized Practice of Law, 1987 to 1991  
 Chairman, Ethics and Professionalism Committee, 1992  
 Chairman, Community Relations Committee, 1993  
 Chairman, MBA Convention Committee, 1994  
 Board of Directors and Finance Comm., 1986; Executive Comm., 1986 to 1988;  
 President-Elect, 1987; President, 1988; Nominating Comm., 2000

Nashville Bar Foundation:  
 Tennessee Justice Center:  
 American Arbitration Association:  
 National Arbitration and Mediation:  
 National Conference of Bar Presidents:  
 Merit Selection Panel for Middle District  
 of Tennessee Bankruptcy Judge:  
 Tennessee Bar Foundation:  
 Nashville Chamber of Commerce:  
 M.F.I.B.:  
 Andrew Jackson Institute:  
 American Council on Germany:  
 Nashville Bar Foundation:  
 Tennessee Justice Center:  
 American Arbitration Association:  
 National Arbitration and Mediation:  
 National Conference of Bar Presidents:  
 Merit Selection Panel for Middle District  
 of Tennessee Bankruptcy Judge:  
 Tennessee Bar Foundation:

Nashville Chamber of Commerce:  
 M.F.I.B.:  
 Andrew Jackson Institute:  
 American Council on Germany:

DreamMakers, Inc.:

National Association of Wish  
 Granting Organizations:  
 Buddies of Nashville:  
 Nashville Young Leaders Program:  
 Cathedral of the Incarnation:  
 Richard-West End Neighborhood Assn:  
 Community Resource Center:  
 Dismas House of Nashville:  
 Metro Charitable Solicitations Board:  
 National Conference for Community  
 and Justice:  
 Leadership Nashville:  
 Metro Nashville Sports Authority:  
 Dismas, Inc.:  
 Friends of Watkins College:  
 Smithson-Craighead Academy/  
 Project Perfect, Inc.:  
 Catholic Charities of Tennessee, Inc.:  
 Federalist Society:  
 Republican National Lawyers Ass'n:  
 Tennessee Republican Party:  
 Bush-Cheney 2004:

2000 to 2005  
 1980 to 2005  
 Class of 1984, Co-Chair, 1994; Class Agent, 1985 to 1987  
 May 2001 to 2004  
 Associate Charter Member, 1990 to 1992  
 "The Use of Videotape Surveillance in Civil Cases," *Litigation*, Vol. 17, No. 4  
 Governmental Tort Liability Act, 1983; Attorney-Client Privilege and In-House  
 Counsel, 1981; Expert Witnesses and Evidentiary Issues, 1981; The Workers  
 Compensation Reform Act, 1982; Marketing Strategies and Ethical  
 Considerations for the Small Office Practitioner, 1982; Ethics in Litigation, 1982;  
 Amendments to the Tennessee Rules of Civil Procedure, 1986; Robert A. Taft  
 Institute of Government at Tennessee State University, 1986; Ethical  
 Considerations in Discovery Practice, 1985; Ethics in Litigation, 1986;  
 Tennessee Lobbying and Campaign Finance, 1986; Civil Trial Practice, 1986;  
 Fellow, 1986 to present; Trustee, 1999 to 2000  
 Board Member, 1985 to May 2001  
 Member, 1985 to present; Panel of Neutrals, 1995 to 2005  
 Panel Member, 1986 to 2001  
 Member, 1987 to 2001  
 Chair, 1989  
 Fellow, 2000 to present

## BUSINESS ACTIVITIES

Member, 1992 to 2005; CEO Roundtable, 1993 to 1998  
 Sports Calendar Publisher, Vice President and Secretary, 1994 to 2001  
 Member, 1984 to 2005  
 President's Council, 1983 to 1986; Board of Directors, 1994 to 1985  
 Member, Young Leaders Conference Conference Delegate, 1995

## CIVIC ACTIVITIES

President, 1981 to 1983; Board Member, 1988 to 1987; Fundraising Chair, 1983 to  
 1985

Charter Board Member and President, 1984 to 1987; President 1985 to 1995  
 Big Buddy, 1981 to 1989

Lector, 1982 to present; GIFT Campaign Co-Chair, 1989-2000  
 Board Member, 1983 to 1988  
 Board Member, 1981 to 1987  
 Board Member, 1987 to 1988; Fundraising, 1991 to 1997  
 Member, 1985 to 1987

Board Member, 1987 to 2000  
 1988 to 2000  
 Board Member, 2000 to present; Chair, Facilities & Operations Committee, 2002- 2003;  
 Vice-Chair, 2003 to 2005  
 Board Member, 2002 to 2004; President, 2003 to 2005  
 Board Member, 2002 to 2003

Board Member, 2003 to 2005  
 Board Member, 2003; Vice President, 2004; President, 2004 to present  
 Member, 2004 to present  
 Member, 2004 to present  
 Legal Counsel, 2003 to 2005  
 Alternate Tennessee Delegate to Republican National Convention, 2004

Knights of Columbus #544 Club:  
 Bill Frist for Senate:  
 Van Hise for Governor:  
 Marsha Blackburn for Congress:  
 Ed Bryant for U.S. Senate:  
 Tennessee Republican Party:  
 Bush-Cheney 2004:

Tennessee Republican Party

Trustee, 2003 to 2005  
 Legal Council, 1994  
 Davidson County Chair, 2002  
 Legal Council, 2004  
 Legal Council, 2002  
 Legal Council, 2003 to 2005  
 Alternate Tennessee Delegate to Republican National Convention, 2004;  
 Tennessee Legal Council, 2004  
 Statesman of the Year, 6<sup>th</sup> District, 2005

10/08

**DAVID R. NICHOLAS**

**PERSONAL**

Place and Date of Birth:

(b)(6)

Address:

Office

(b)(6)

Home

(b)(6)

Family:

(b)(6)

(b)(6)

**EDUCATION**

Natrona County High School, Casper, Wyoming (Class of 1959);  
Junior Class President; Student Body President; American Legion Boys' Nation

Harvard College, Cambridge, Massachusetts, AB (Class of 1963, 1967); Government  
major; Staff writer, *Broadcasting* magazine, Washington, D.C., 1961-62

University of Wyoming, College of Law, Laramie, Wyoming, J.D. (1966);  
Chancellor, Potter Law Club; ODK; Board of Editors, *Land and Water Law  
Review*

U.S. Army Judge Advocate General's School, Charlottesville, Virginia, (1967-1968)  
Basic Course; Procurement Course; Military Judge Course

National College of the State Judiciary, Reno, Nevada, Basic Courses (1970 and 1974)

### **BUSINESS AND PROFESSIONAL**

David R. Nicholas, sole private law practice, 1971-1972

203 Grand Avenue  
Laramie, Wyoming 82070

Corthell and King, Attorneys, partner, 1972-1989

221 South Second Street  
Laramie, Wyoming 82070

Anthony, Nicholas, Goodrich & Tangeman, LLC (formerly Nicholas Law Offices),  
member, 1993-present

170 North Fifth Street  
Laramie, Wyoming 82072

Rocky Mountain Radio Corp., co-owner, 1983-1988  
Radio Stations KLDI and KRQU-FM, Laramie, Wyoming

U.S. Mission to NATO, Defense Advisor, 1989-1993 (activities described below)

Russia program, 1993-present (described below)

### **MILITARY AND FEDERAL SERVICE**

United States Army

Captain, Judge Advocate General's Corps, 1967-1971; Independent Military  
Judge, 1969-1971; Army Commendation Medal; Honorable discharge

United States Army Reserve, Military Judge Mobilization Designee, 1971-1979

Civilian Aide to the Secretary of the Army, 1984-1989

Defense Advisor to the U.S. Mission to NATO and Senior Representative of the  
Secretary of Defense in Europe, Brussels, Belgium, 1989-1993; Distinguished  
Public Service Award; (b)(6)

### **TEACHING AND MISCELLANEOUS EXPERIENCE**

Adjunct Professor of Political Science, College of A&S, University of Wyoming

Law Enforcement, 1977-1978

Constitutional Government, 1983-1984

Global Business, 1999-2000

Lecturer, Various colleges of the University of Wyoming, including the College of Arts and Sciences, the College of Business, and the Law School, 1971-present, most recently primarily in the following areas:

International Law; Foreign Affairs; Business Law; Agricultural Economics; Constitutional Law; Government; Journalism; Global Business; World Community Organizations

Lecturer, Saratov State University, 1993-present, on business and international relations; honored as Honorary Professor (1998)

Arbitrator, labor negotiations, occasional, 1970's and 1980's

Lou Whittaker Ice and Snow Climbing School, Mt. Rainier, Washington (1971)

Exum School of American Mountaineering, Teton National Park, Wyoming (1984)

Private Pilot

### LANGUAGES

(b)(6)

### PROFESSIONAL AFFILIATIONS

Member, Wyoming State Bar, 1967-present (Committees on Resolution of Fee Disputes and on Legislation); Albany County Bar Association, (President, 1975); American Bar Association, 1971-1989

Admitted to Practice in Wyoming (1967) and before the U.S. District Court and 9th and 10th Circuits Courts of Appeals (1967), and the United States Court of Military Appeals (1967); licensed to consult in Russia (1996)

### POLITICAL ACTIVITIES

Wyoming State Senator, 1979-1986

Republican State Committeeman, 1977-1978  
Republican State Convention, delegate, almost every convention until 1989, 1996  
Republican State Platform Committee, 1981; Resolutions Committee, 1996  
Republican National Convention, delegate, 1986  
Republican Precinct Committeeman, 1974-1988  
Republican National Policy Forum, 1993-present  
Chair, Albany County Republican Convention, 1998  
Permanent Chair, Wyoming State Republican Convention, 1998

## **OFFICES**

Wyoming State Senate, 1979-1986  
    Judiciary Committee  
        Minor Courts Subcommittee  
        Lien Law Subcommittee  
        Criminal Code Subcommittee  
    Select Committee on General Fund Revenue Projections  
    Select Committee on Corrections  
    Chairman, Senate and Joint Interim Travel, Recreation and Wildlife Committees

Justice of the Peace, Albany County, Wyoming, 1974-1975

Hearing Officer, various hearings involving teacher termination and public employee disputes, occasional, 1970's and 1980's

Special City Attorney, City of Laramie, occasional, 1971-1988

Laramie City Attorney, 1988-1989

## **RUSSIA PROGRAM** (Additional details will be provided upon request)

Working with people in the U.S. and in Saratov, Russian Federation, I designed and am in the process of implementing a business and infrastructure development program to support systemic reform: Exchange programs among U.S. and Russian business people and professionals, representing individuals and companies in establishing businesses and non governmental organizations; consulting with respect to judicial and legislative reform; assisting in implementing "rule of law" and "Federalism" programs. This initiative involves many persons and entities, including members of Rotary District 5440, the State of Wyoming, the University of Wyoming, Saratov Sate University, and the Saratov Oblast Administration. The University of Wyoming has a tandem program, and many of our activities (denominated the Wyoming/Saratov Initiative) are shared.

Partial list of accomplishments of this initiative:

Business and professional exchanges and arranging joint ventures  
Legislative exchanges  
Judicial exchanges including seminars and colloquia on due process, juries, and the adversarial system  
Administrative branch exchanges including Governors  
Cultural exchanges  
Art exchange  
Consultations concerning business, infrastructure, legislation, agriculture, taxation, administrative and judicial procedures, due process, banking, and mutual funds, etc., including arranging joint venture partners and drafting business plans and organizational documents for new businesses  
Student and Faculty exchanges (University of Wyoming-Saratov State University programs)  
Agriculture exchanges  
Implementation of a program on Federalism (Co-administrator)  
Youth exchanges (agriculture, tourism, banking, and accounting internships)  
Establishing a Rotary Club and a Rotary youth (Rotaract) organization  
Micro banking program  
Establishing sister state and sister university relationships  
Development of a program for providing and funding rural health care, including facilities, and endowing their operation and maintenance

### **CONSULTATIONS and INTERNATIONAL EXPERIENCE**

**Russia (1993-present):** Consultations with individuals, businesses, elected and appointed officials, and trial and appellate judges, students, farmers, and educators, primarily in Saratov, Russian Federation, concerning forms of business associations, economic development, non governmental organizations, legislative drafting, legislative procedures, administrative law, constitutional law, judicial procedures (including jury trials, use of experts, and the adversarial system), real property reform, condominiums, privatization, marketing, financing, banking, contracts, torts, due process, corporate law, city planning, sewage and water treatment, oil and gas development, environmental remediation, infrastructure planning, housing, taxation, bonding, political organizations including campaigns, world community organizations, and exchange programs. Drafted and promoted sister state resolutions for both Wyoming and Saratov Oblast, which have been endorsed by the governors and legislatures of the states of both nations. Former legal counsel for a Canadian/American/Russian oil company in Dagestan, Russian Federation (spent the summer of 1998 in Makhachkala, Dagestan). Consultations with the World Bank, the International Finance Corporation, and numerous other international financing institutions. Designed and in the process of implementing a rural health care program for Saratov Oblast, including work on a regional medical plan (a first for Russia) to establish remote facilities for providing primary care, training para professionals, providing telemedicine capabilities and ambulance service, and improving conditions at a regional medical facility. Honored by being named Honorary Professor at Saratov State University.

**China** (1997 and 2001): Planning and participation in a series of “rule of law” presentations to judges, lawyers, students, and faculty in Beijing, Harbin, Daqing, Qiqihar, and Shanghai, China, together with a Wyoming Supreme Court Justice, two trial judges, the law dean and several faculty from the University of Wyoming; hosting Chinese judges in the U.S.; funded by USIA.

**Europe** (1989-1993): Official consultations and negotiations with and among high level U.S. and foreign governmental officials, NATO officials, and military commanders among our allies and from central and eastern European countries and the former Soviet Union; problem solving, conceiving, drafting, and shepherding through the domestic interagency process, support with respect to the negotiation and implementation of international understandings, including, but not limited to, the new NATO Strategic Concept, the conventional forces treaty including accession to it and allocation of treaty limited personnel and equipment among the parties, implementation of armaments reductions by the nations of the CSCE (now OSCE), and burden sharing. Duties included supervising 50 plus U.S. Department of Defense personnel, civilian and military, at NATO and all committee work dealing with defense planning, procurement, operations, standardization and interoperability, and integration, and serving as the representative of the United States on NATO’s Executive Working Group and High Level Task Force. These functions required and utilized knowledge of law, including international law and European Community law, defense matters including force planning, knowledge of international community organizations and procedures, as well as negotiating and drafting skills in a multi cultural, multi lingual forum. The U.S. Mission was also responsible for planning, logistics, preparing briefing papers, talking points, and participation, for numerous ministerial meetings, several summits among our allies, and on a couple of occasions among the 54+ nations of the OSCE.

**Taiwan** (1986-1989): Consultations with American concerns doing business with Taiwan and with Taiwan enterprises doing business in the U.S. concerning environmental cleanup, mining, refining, manufacturing and distribution, comparative law and conflicts of laws, corporate/joint venture law, taxation, arbitration; co-organized a University of Wyoming/Taiwan Symposium attended by our (Wyoming’s) Governor and our United States Senators; helped establish a Wyoming trade office in Taipei; cosponsored a sister state resolution adopted by the Wyoming and Taiwan Legislatures; honored with the key to the City of Kaosiung, ROC.

#### **PUBLIC AND CIVIC ACTIVITIES AND ORGANIZATIONS** (some dates are approximate)

Cathedral Home for Children, Laramie, Wyoming, Board of Directors,  
1975-1989  
Albany County Public Library, Board of Trustees, 1980-1981  
Albany County Senior Citizens Board, 1975-1989  
University of Wyoming, College of Arts and Sciences, Board of Visitors,  
1986-present  
University of Wyoming Art Museum, National Board of Visitors,  
1985-present

University of Wyoming, International Programs Board of Advisors, 1999- present  
 Boys' and Girls' State Staffs, 1970's and 1980's  
 Attorney's Liability Protection Society, Investment Committee, 1986  
 Laramie Area Chamber of Commerce Board, 1970's  
 Laramie Child Protection Team, Charter Member, 1970's and early 80's  
 Laramie Head Start Board, 1970's  
 Salvation Army Advisory Board, 1970's  
 United Way Advisory Board, 1970's  
 American Legion, 1971-present  
 Barbershop Chorus, 1970's and early 80's  
 Rotary, 1975-present, past president, Paul Harris Fellow; District 5440 Rotarian of the  
 Year, 1995/1996; Assistant District Governor, District 5440, 1997/1998  
 Selective Service System Advisor, 1970's  
 Laramie Institute for Family Education, legal advisor, 1970's and early 80's  
 Wyoming Council for the Humanities 1986-1988  
 Advisory Council on Public Assistance and Social Services, 1970's  
 Energy Conservation Advisory Committee, 1970's  
 Wyoming Outdoor Council Board, 1980's  
 Aircraft Owners and Pilots Association, 1980-present  
 National Science Foundation, Experimental Program to Stimulate Competitive Research  
 (EPSCoR), Wyoming *Ad hoc* Committee, 1980's  
 National Engineers Hall of Fame, Honorary Life Board Member, 1988-present  
 Harvard and Radcliffe Admissions Alumni, Schools and Scholarships Committee,  
 1975-present (chairman until 1989)  
 Harvard Alumni Career Advisory Service, advisor, 1975-present  
 Sigma Alpha Epsilon, social fraternity, 1961-present  
 Omicron Delta Kappa, honorary fraternity, 1964-present  
 Delta Theta Phi, honorary law fraternity, 1986-present  
 United Nations Day, Wyoming State Chmn., 1995 and 1997; United Nations Assn.USA  
*Ad hoc* Committee of the International Agriculture Section of the National Association of  
 State Universities and Land-Grant Colleges preparing an "Agenda for  
 "Globalizing Agricultural Science and Education Programs for America," 1998

### **REPRESENTATIVE OTHER ACTIVITIES**

During the past few years: Keynote speaker at the RAND Istituto Affari Internazionali  
 Conference in Rome, Italy; Convention of the Jewish War Veterans in Atlanta, Georgia; Atlantic  
 Assembly in Antalya, Turkey; Wyoming State Bar convention at Casper, Wyoming; J.L. Kellogg  
 Graduate School of Management of Northwestern University in Lucerne, Switzerland; Centre  
 d'Etude et de Prospectif Strategique in Paris, France; Peace Through NATO Fringe Meeting at  
 the Conservative Party Conference in Brighton, England; NATO school at Oberammergau,  
 Germany; Commanders' conferences at Greenham Common, England and Lake Chemsee,  
 Germany; Wyoming National Guard dining out; Enhanced Oil Recovery Institute Symposium;  
 Laramie County Republican Women's Lincoln Day Dinner Keynote, Cheyenne, Wyoming; DAR

convention; University classes in the U.S. and in Russia; dozens of Rotary, Lions, and Kiwanis Clubs in the Rocky Mountain Region; Rotary Far West Institute, Phoenix, Arizona; President's Peace Conference, St. Petersburg, Russia; Governor's Roundtable, Saratov, Russia; American Association of Slavic Studies, Central Slavic Conference, Colorado Springs, Colorado; Rotary Youth Leadership Awards Conference, Estes Park, Colorado; several grade school and high school classes and commencements in our region, and numerous other symposia, colloquia, workshops, and round tables, civic and social groups. The underlying themes are essentially the same: Foreign policy, security policy, constitutional government, rule of law, world community organizations, global business, and the institutions of Democracy. I devote more than half of my time to pro bono activities. Recently, in addition to my activities in Russia, I provided free legal services for the Laramie Soup Kitchen, Lariat (internet provider), and the Environmental Education Center.

**REFERENCES**

(b)(6)



**JAMES H. O'BEIRNE**

(b)(6)

## **CURRICULUM VITAE**

### **PROFESSIONAL EXPERIENCE:**

#### ***Deputy Special Assistant to the Secretary of Defense for White House Liaison, Pentagon, Washington, DC 20301-1000 (2002-Present)***

Provides programmatic advice and support in the identification of placement opportunities for political appointees within the Office of the Secretary of Defense and the Military Departments. Serves as a staff specialist at primary management levels within DoD on personal and special assignments. Oversees internal placement operations, promotions, applicable award and recognition; carries out requisite liaison activities with servicing personnel organizations; performs program assessment and long-range planning regarding the placement of political appointees.

#### ***Deputy Director, Office to Aid the Catholic Church in Central and Eastern Europe, United States Conference of Catholic Bishops, Washington, DC 20017 (1991-2002)***

Managed the collection and distribution of the approximately \$6 million per year donated by American Catholics for the support of the Catholic Church in Central and Eastern Europe. Duties included supervision of the accounting system and the grant notification system. Conducted frequent on-site evaluation in the 26 countries of the region of projects both completed and in-progress.

#### ***Program Manager, BDM International, Inc., McLean, VA 22102 (1989-1991)***

Managed both technical and administrative personnel in the delivery of high quality professional services support to public and private sector organizations alike. Duties included careful research and analysis and persuasive presentation of information, in written and briefing formats, on subjects ranging from Soviet political developments and the emerging democracies in East Europe to the evaluation of the viability of prospective US domestic commercial activities. Expert in the requirements of program development, the intricacies of proposal preparation and submission, and the details of contract administration. Responsible for the development of new business prospects for the organization.

#### ***Senior Presidential Translator and Deputy Chief, Washington-Moscow Direct Communications Line (Hotline), Organization of the Joint Chiefs of Staff, Pentagon, Washington, DC 20301 (1985-1989)***

Managed a top secret communications facility for the sole use of the President of the United States and his Soviet counterpart, the purpose of which was the reduction of international tension and the risk of the outbreak of hostilities between the two countries. Charged with the expeditious receipt, transmission, and handling of Hotline message traffic between Presidents Reagan and Bush and General Secretary Gorbachev. Personally responsible for the accurate and timely translation into English of incoming Russian text messages from Moscow. Routinely briefed senior American and foreign diplomatic visitors on the operation of the system.

#### ***Assistant Commandant, US Army Organizational Effectiveness Center and School, Fort Ord, California 93940 (1983-1985)***

Managed a complex, multi-million dollar academic and research facility that specialized in the management of change in both newly created and existing organizations. Directed the center through a major mission modification and internal reorganization. Supervised the ongoing presentation of the existing training program while accomplishing the simultaneous and successful development of a new 19-week curriculum. Completely revamped the faculty selection and student admission policies resulting in a demonstrable improvement in graduate job performance and a corresponding enhancement in organizational reputation.

***Assistant Professor and Chief, Russian Instructional Group, Department of Foreign Languages, United States Military Academy, West Point, New 10996 (1981-1983)***

Responsible for the planning, development, presentation, and evaluation of all Russian language instruction. Designed and introduced several important pedagogical improvements in the major courses of the Russian curriculum. Developed and implemented a recruiting and counseling program that resulted in a steady and significant increase in the number of students selecting Russian as a course of study. Cited as managing the most effective faculty instructional group in the Foreign Language Department.

***Soviet Foreign Area Officer, Headquarters Department of the Army, Washington, DC 20301, (1977-1981) (See Education section below.)***

***Military Aide-de-Camp to the Chairman, Presidential Inaugural Committee, Washington DC 22211 (1996-1997)***

Served as the personal military assistant to the executive chosen by President-Elect Carter to orchestrate the activities planned for the inauguration of the 39th President of the United States. Assisted in preparing the plans to organize, staff, and equip the newly created Office of the Chairman. Acted in the Chairman's behalf in discussions with senior business, community, and religious leaders in order to negotiate their support and participation. Conducted frequent in process review briefings on the status of preparations for Congressional and military officials.

***Assistant Operations Officer (Ceremonies), 3rd United States Infantry (The Old Guard), Fort Myer, VA 22211, (1973-1976)***

Commanded one of the five rifle companies in the President's military escort charged with the security of the White House and the buildings in the Executive compound. Managed the staff that was responsible for all joint service military ceremonial activity in the Washington, DC area during the National Bicentennial. Planned and coordinated all full state arrival ceremonies conducted at the White House during that period. Oversaw military support to all funerals and other religious and memorial services occurring in Arlington National Cemetery. Recognized at the time as the Army's best expert on ceremonies.

***Personnel Officer/Adjutant, 3<sup>rd</sup> Brigade, 2<sup>nd</sup> Infantry Division, Eighth United States Army, Camp Howze, Republic of Korea (1972-1973)***

Managed the personnel operations of the only US infantry unit in direct and continuous contact with enemy ground forces along the truce line between North and South Korea. Responsible for oversight of all issues of troop strength and personnel readiness of a 3,000-man infantry brigade. Provided on-site briefings and presentations to high level visitors and delegations of both American and international composition examining conditions along the Demilitarized Zone.

***Assistant Professor of Military Science, Fordham University, Bronx, New York  
District Advisor, USMACV, Republic of South Vietnam;  
Company Commander, Battalion Staff Officer, Platoon Leader, 82<sup>nd</sup> Airborne Division, Ft, Bragg, NC (1966-1972)***

**EDUCATION:**

M.S., Systems Management, University of Southern California, 1988  
M.A., Russian Area Studies, Georgetown University, 1981  
B.S., Accounting, Fordham University, 1966  
Diploma, US Army Institute for Advanced Russian and East European Studies, 1981  
Honor Graduate (Russian), US Defense Language Institute, 1979  
Honor Graduate, US Army Command and General Staff College, 1981

## David A. Ochmanek

### Professional Experience

1995 - **Professional Staff, RAND**

**Director, Strategy and Doctrine Program, Project Air Force.** Directing projects and conducting research on the future demands of U.S. defense strategy, the role of air forces in current and future U.S. military operations, counter-terror and counterinsurgency operations, security of the East Asian and Gulf regions, and the implications of emerging U.S. capabilities for force mix and investment priorities.

1993 - 1995 **Office of the Secretary of Defense (Policy)**

**Deputy Assistant Secretary of Defense for Strategy.** Drafted strategy and policy portions of the *National Security Strategy of the United States*, the *Defense Planning Guidance*, the *Secretary's Annual Report*, the report of the *Bottom-Up Review*, and other documents. Advised the Assistant Secretary of Defense for Strategy and Requirements as well as other Department principals on the degree to which selected elements of the DoD program supported the defense strategy. Conducted analyses of the capabilities of U.S. military forces and formulated recommendations for enhancing those capabilities.

1985 - 1993 **Professional Staff, RAND**

**Director, National Security Strategies Program, Project Air Force (1989-1992).** Created and managed a program of research and analysis that included assessments of U.S. national security strategy, force capabilities and structures, political and military dynamics of key states and regions, and arms control options.

As a **defense analyst** on RAND's research staff (1985-89; 1992 - 1993), conducted studies assessing the capabilities of U.S. military forces (conventional and nuclear), and identifying priority means for improving operational capabilities. Evaluated proposed arms control agreements and alternative force postures. Developed and assessed post-Cold War alliance structures and force postures. Formulated broad U.S. national security strategy options.

1980-1985 **Foreign Service Officer, U.S. Department of State**

Helped to assess, formulate, and implement U.S. policies across a range of politico-military issues. Policy foci included INF deployments and arms control negotiations (Bureau of European Affairs, 1984-85) and policies to strengthen U.S. defense posture in Southwest Asia (Bureau of Politico-Military Affairs, 1980-81).

Served as staff assistant to Ambassador Arthur Burns, U.S. Embassy Bonn, 1982-84.

1973-1978      **Intelligence Officer, United States Air Force**

Participated in the operation of squadron, wing, and numbered air force headquarters, and in air operations and training in Tactical Air Command (1976-78), Pacific Air Forces (1975), and Military Airlift Command (1973-75).

2007 -      **Adjunct faculty**, Edmund A. Walsh School of Foreign Service,  
present      Georgetown University; Elliot School of International Affairs,  
George Washington University.

**Education**

M.P.A., Public Affairs and International Relations, Princeton University, Woodrow Wilson School of Public and International Affairs, 1980.

B.S., International Affairs and Political Science; United States Air Force Academy, 1973.

**Selected Publications**

*The Challenge of Nuclear-Armed Regional Adversaries* (with Lowell H. Schwartz), RAND, MG-671-AF, 2008.

*A New Division of Labor: Meeting America's Security Challenges Beyond Iraq* (with Andrew R. Hoehn et al), RAND, MG-499-AF, 2007.

"While You Were Dreaming: A Critique of the 'Transformation' Fixation," in *2005 Strategic Survey*, International Institute for Strategic Studies, 2005.

*Gulf 2010: Factors Bearing on the U.S. Military Posture in the Gulf Region* (with Steven Simon et al), RAND, MG-257-AF, 2005.

*Military Operations Against Terrorist Groups Abroad: Implications for the United States Air Force*, RAND, MR-1738-AF, 2003.

*A Framework for Modernization Within The United States Air Force*, (with Glenn A. Kent), RAND, MR-1706-AF, 2003.

*The Real and the Ideal: Essays on International Relations in Honor of Richard H. Ullman* (editor, with Anthony Lake), Rowman and Littlefield, 2001.

*NATO's Future: Implications for U.S. Military Capabilities and Posture*, RAND, MR-1162-AF, 2000.

*To Find, And Not To Yield: How Information and Firepower Can Transform Theatre Warfare*, (with Edward Harshberger et al), RAND, 1998.

*Strategic Appraisal 1997: Strategy and Defense Planning for the 21st Century*, (ed., with Zalmay Khalilzad), RAND, 1997.

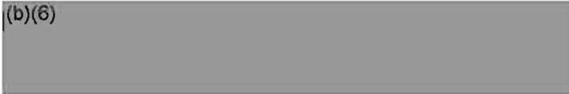
"Rethinking U.S. Defense Planning," (with Zalmay Khalilzad) *Survival*, International Institute of Strategic Studies, Spring 1997.

*The New Calculus: Analyzing Airpower's Changing Role in Joint Theater Campaigns*, (with C. J. Bowie, et al), RAND, 1993.

*Next Moves: An Arms Control Agenda for the 1990's*, (with Edward L. Warner III), The Council on Foreign Relations, New York, 1989.

## **Foreign Languages**

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# Rogelio "Roger" Pardo-Maurer

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## Work

- **Emerging Market Access**, Washington, DC, 1992-  
President. Consulting/publishing on Latin America and US Hispanic markets.
- **Access NAFTA Project Management**, Mexico City/Washington DC, 1994-  
Consulting partnership with former chief of Mexico's NAFTA office.
- **Chartwell Information**, Alexandria, Virginia, 1990-1992  
President. Leading US provider of environmental remediation business news/price data.
- **AEI-American Enterprise Institute**, Washington, DC, 1990  
Latin America and US Hispanic issues specialist.
- **CSIS-Center for Strategic & International Studies**, Washington, DC, 1989  
Research project on the wars in Central America.
- **UNO/Resistencia Nicaragüense**, Central America/Washington, DC, 1986-1989  
Liaison, Southern Front/UNO. Chief-of-staff for the US representative of the Resistance.

## Academic

- **King's College, Cambridge University**, UK, 1984-1986. Dipl. (with Distinction) in Development Studies. (Economics/politics of development). First in class.
- **Yale University**, New Haven, CT, 1984. BA, History.
- **Colegio Lincoln**, Costa Rica, Central America, 1968-1979. K-HS.

## • Languages

Fluent English, (b)(6)

## • Publications

Books and articles on Latin American trade, finance, labor, politics, security. Forthcoming: *Solidarity and the Social Ethic of Worker Microcapitalism*. Have also ghostwritten volumes on competitiveness, sustainable development, and the role of cultural values in economic development in Latin America. Co-founder, the *Cambridge Review of International Affairs*, the graduate and faculty journal of international relations of Cambridge University.

## Civic Service (pro bono)

- **County Electoral Official**, Arlington County Electoral Commission, VA (1993-1999)
- **Former Chairman**, ACRC Republican Business Council
- **Former Chairman**, ACRC Republican Hispanic Caucus
- **Committee Member**, Arlington County Republican Committee (ACRC) (1992-1999)
- **Delegate/organizer**, various Virginia Republican conventions
- **Speechwriter/advisor** to the late Jorge Mas Canosa, Cuban-American National Foundation
- **Advocate** representing small business interests on the USA\*NAFTA coalition (1993)
- **Electoral Tribune**, Costa Rica: officer charged with verifying integrity of electoral process (1990)

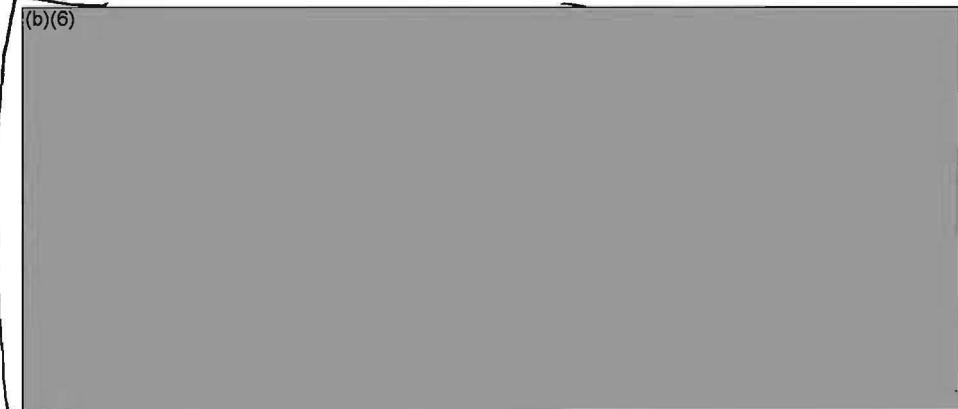
## Military/Reserve Service (USA)

Currently serving with B/3 20<sup>th</sup> Special Forces Group (Airborne)

## Dual Compensation Restriction Waivers for Civilian Employees

Applicant: Frank M. Ramos

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I would like to outline some of the critical and unique personal and executive level characteristics and experience that I view as critical to this position, at this time and circumstance. The following is a synopsis of those unique personal qualifiers:

The position clearly requires the knowledge and experience of an executive that has a proven *national* small business expertise. My extensive and recognized Senior Executive Service accomplishments at the SES Level 5 demonstrate that at a minimum, I meet and exceed the present job Executive Level 4 requirements. Other key personal characteristics that I bring the present job requirements are:

- Policy advisor experience for a Head of Agency to meet the needs of the Office of the Presidents' Administration and the U.S. Congress.
- Fiscal and Budgetary expertise at the level of Secretary of Administration and Management to develop an Agency's budget submission to Congress and the Office of Management and Budget.
- Fiscal experience in dealing with other Federal Agency's procurement processes by having implementing the Comptroller's Act wherein I held the dual role as the Comptroller at the SBA.
- Regulatory compliance expertise gained from my Internal Revenue Service (IRS) domestic and international tax compliance experience with 28 years of service at the top management level.
- Large and complex operations executive and management expertise as demonstrated directing IRS division level organizations with over 3,000 professional employees. No theoretical management case studies, but hands on operational experience with awards for high level of management and executive performance.
- Highest of personal trust extended by the SBA Office of the Inspector General, IRS Internal Inspection Service and the U.S. /State Attorney General's office in directing complex and sensitive national and state-wide regulatory, civil and criminal issues.

- Successfully held to the highest standard of professional behavior by the IRS that included periodic personal income tax return reviews of all managers in sensitive positions to assure our personal compliance with the income tax laws.
- Directed *national* small minority owned business programs including minority certification programs for the U.S. Small Business Administration at the Federal level.
- Directed small, minority and economically disadvantaged lending and certification programs for the Commonwealth of Virginia at the state level.
- I operated a small business.

In summary, my personal characteristics and accomplishments demonstrate that I can provide a *present and critical* executive resource to solve a critical need of my unique executive services to the program. It clear that the Department of Defense budget is clearly being challenged to produce an effective, yet cost beneficial result employing the services of small business in a new and innovative military-industrial configuration.

I believe I am one of a few executives that have the desired combined experience base that the Department of Defense needs at this point in time. My learning curve should be short and will produce a cost benefit saving to the Administration by absorbing known budgetary and personnel cuts to the organization without a loss of expertise.

I am aware that HRSC Benefits Office has advised your Office that I am eligible to receive a waiver under FEPCA upon reemployment to a Noncareer SES Appointment. I recognize that I would not be covered under any retirement system for the period of service covered under the FEPCA provision and that my annuity will not be recalculated to give me an increase to my annuity.

Suzanne D. Patrick

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### **SKILLS SUMMARY**

- U.S. and Foreign Weapons Systems Acquisition and Budgeting
- Corporate and Financial Structure of U.S. Defense Industry
- U.S. Naval Forces Operational Employment and Training
- NATO Defense Policy and Czech, Hungarian, and Polish Membership
- Stock Markets in the United States and Eastern Europe
  - Intelligence and Threat Assessment
- Foreign Military Sales Program Management
- Export Licensing, Technology Transfer Policy

### **PROFESSIONAL EXPERIENCE**

#### **U.S. Navy (June 1999-present)**

Commander, U.S. Naval Reserve. Designed and implemented high-priority analytical tool to forecast weapons system costs and associated defense and national budgets of potential foreign adversaries. This method entails modeling and forecasting labor and material costs, production efficiency, foreign weapons costs, and indigenous acquisition procedures to assess the likelihood and delivery schedule of foreign threat weapons. This forecast involves all source intelligence inputs, as well as the structuring and managing of a government contract to develop the supporting data base. Systems modeled include foreign conventional and strategic submarines, aircraft carriers, and carrier-based aircraft. Key positions held (1984-present): Assistant Naval Attache Beijing, Warsaw; Senior Defense Economics Analyst for the Director of Naval Intelligence; Red Team Member, Strategic Systems Wargame X, Assistant Operations Officer for multiple joint-service prisoner-of-war interrogation exercises in the United States and Germany.

#### **Arnhold and S. Bleichroeder, Inc. (June 1993 -June 1999)**

June 1997 - June 1999: Portfolio Manager, New Poland Eagle. \$80 million fund to invest in all equities associated with Poland's mass privatization National Investment Fund.

June 1993 - June 1997: Senior Analyst, Central Europe. Sell-side analyst with weekly coverage of Bratislava, Budapest, Prague, and Warsaw Stock Exchanges. Published company research on Bratislava and Warsaw-listed manufacturing companies as well as macro-economic analyses of Russian capital markets. Notable investment recommendations: ranked Poland first among Visegrad emerging markets beginning December 1990; recommended Slovak equities ahead of Czech equities in 1994 and by 1995 recommended neither; increasingly negative on Russian capital markets beginning in January 1994.

Creditanstalt International Advisers, Inc. (June 1991- June 1993)

Director, Central European Research. Designed and produced the Central European investment research product line, consisting of weekly investment updates on performance of the Budapest and Warsaw Stock Exchanges as well as on Central European and Russian investment issues; comprehensive research reports on companies listed on the Budapest and Warsaw Stock Exchanges, and strategy/sector analyses of significant investment issues. This involved the coordination of a multi-lingual team of analysts located in New York, Vienna, Budapest, Prague, and Warsaw, as well as travel in the region averaging two weeks every month to meet with listed companies and government officials.

Suzanne D. Patrick & Company (June 1990 - June 1991)

President, Suzanne D. Patrick & Company, an equity investment research firm founded to provide coverage of the Central and East European emerging markets. The development of this research product entailed over fifty trips to the region and the establishment of close working relationships with the management of over sixty companies and key ministry officials in the Czech Republic, Hungary, Poland, the Slovak Republic, and Russia. Coverage included the garment manufacturing, construction, brewery and crystal sectors, among others. Also conducted comprehensive studies of the Czechoslovakian and Hungarian defense industries, with particular emphasis on research and technology capabilities. Contract resulted in the proposal of 25 cooperative R&D programs to be conducted between United Technologies and Hungarian research institutions in the field of science and engineering.

Sanford C. Bernstein & Co., Inc. (June 1987 - June 1990)

Senior Aerospace Analyst. Provided sell-side investment research product on the aerospace industry to major U.S. institutional investors as well as to the in-house Investment Policy Group. The original earnings forecasts on companies in the aerospace industry contributed to the firm having meaningful positions in these companies both in terms of the overall Sanford Bernstein portfolio as well as representing as much as five

## CREDENTIALS

Registered Representative, New York Stock Exchange, NASD  
Commissioned Officer, U.S. Naval Reserve

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## MEDIA/PRINT COVERAGE

Protector (Polish Brokerage Journal),  
Cover Story in Polish and English Editions  
(November 1997/January 1998)  
Central European (December 13, 1997)  
The Wall Street Transcript (October 1992/March 1995/December 1997)  
Business Week (January 23, 1995)  
The Wall Street Journal (November, 1994)  
Neue Züricher Zeitung (June, 1994)  
Emerging Markets by Margaret Price (McGraw-Hill, New York, 1993)  
The New York Times (December 25, 1993)  
Business Central Europe (July 9, 1993; September 10, 1993)  
International Broker London (November 19, 1992)  
The Wall Street Journal (International Edition, October 27, 1992)  
Extensive Coverage in Polish Print and Television Media

## KEY SPEAKING ENGAGEMENTS

Various Government Conferences, Washington, D.C.: "Chinese Defense Spending Post-Kosovo" (October 1999)  
Business Central Europe Brokerage Conference, Key Panelist (October 1996, 1997)  
Bank Austria Central Europe Brokerage Conference, Key Panelist (March 1995)  
The International Affairs Forum (Paris, France): "Russia's Lost Empire: The View from Moscow" (September 25, 1995)  
Institute for EastWest Studies, "Investing in Central and Eastern Europe: Boom or Bust?" (February 16, 1995)  
Bratislava Stock Exchange, International Inaugural Keynote Speaker (September 23, 1994)  
Polish Securities Commission, Third Anniversary Keynote Speaker (June 6, 1994)  
Conducted Extensive Professional Training for Capital Markets Professionals Throughout Central Europe

References available upon request.

JACK David Patterson

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## Senior Executive Profile

Consummate Business Executive with extensive experience driving profitable growth in challenging, competitive and volatile domestic and international customer markets. Strong leadership, communication, negotiation, creative and analytical skills. Decisive, solution-focused and result-oriented. Combines cross-functional expertise in:

- ◆ Business Development Planning and Implementation
- ◆ Strategic Business Planning
- ◆ Proposal Writing
- ◆ Government Acquisition Policy and Execution
- ◆ Business Plan Development & Documentation
- ◆ Revenue & Profit Growth
- ◆ Workforce Coalition Management
- ◆ Management & Financial Reporting
- ◆ Start-Up & Turnaround
- ◆ Policy & Procedure Analysis & Development
- ◆ Defense Department PPBS
- ◆ Profit /Loss Management
- ◆ Budget Development, Management & Analysis
- ◆ Business/Operation Management
- ◆ Partnerships & Alliances
- ◆ Corporate Development

## Professional Experience

Butcher, Hutchins, Kohler and Patterson, Inc.  
Founding Senior Partner – Commercial Practice

*Directs the development of firm's commercial practice, providing strategy-based, structured and disciplined business-capture management solutions that capitalize on clients' corporate culture to achieve greater profitability and company business objectives.*

Steven Meyers and Associates  
Vice President – Joint Strike Fighter Support

1999 to 2002

- ◆ Led the development, management and implementation of a winning proposal and business development strategy that resulted in Lockheed Martin Aeronautics Company winning the Joint Strike Fighter competition, the largest defense contract in history.
- ◆ Created and implemented the use by a large aerospace company of a "confidence curve" business development tool that tied level of confidence in doing right things right to a hierarchy of milestones that were necessary for an eventual win in a multi-billion dollar defense procurement competition. Managed the use of the tool, which resulted in greater focus on the accumulation of the most relevant and important activities and minimized the influence of single, random events.
- ◆ Led business development team that created a strategy-to-value matrix tool that established the effectiveness of bid and proposal activities relative to the requirements of the competition and customer desires. The results were a more cost effective, efficient expenditure of bid and proposal funds. Only those activities that contributed most to winning a bid were funded, saving several million dollars.

The Boeing Company  
Director, International Business Development

1993 to 1999

- ◆ Developed the win strategy and led a successful campaign team to rescue a troubled, multi-billion dollar aerospace program. Analyzed and evaluated competitive situation; then organized those who would be hurt if we failed and those who would be helped if we were successful and turned those folks into

The Boeing Company – continued

champions and enthusiastic, highly vocal advocates for program success. We won the day and over \$16 billion in additional aircraft orders.

- ◆ Managed and supervised aerospace workforce coalition efforts to support multi-billion dollar aerospace contract in Congress and the Department of Defense.
- ◆ Initiated and led an innovative corporate business development enterprise to develop, design and introduce a commercial version of the C-17 (BC-17X), tailored to the commercial outsize air cargo market; a \$4.25 billion eight-year aircraft sales market. Developed an analytical methodology for describing heavy, outsize air cargo market; no empirical data existed prior.
- ◆ Led team that developed the underpinning strategy and prepared the text of an unsolicited proposal that was the basis for the first international procurement of the C-17 worth over \$1.8 billion.
- ◆ Organized my staff, described their challenge and directed their efforts to write nineteen congressional floor speeches advocating funding for the C-17 Program. The House of Representatives floor vote was 333 to 110 in favor of funding the C-17 Program.
- ◆ Prepared and presented the win strategy building process that established the business development contribution to the C-17 Program winning the 1999 Malcolm Baldrige award.
- ◆ Created the first C-17 "Opportunity Briefing" that evaluated The Boeing Company's capability to meet budget, facilities and work force demands for marketing additional C-17s domestically and internationally. Established through the briefing the competition and market savvy that resulted in Boeing selling 60 additional C-17s to the United States Air Force worth more than \$10 billion in revenue.

United States Air Force

1971 to 1993

**Operational Command and Staff Responsibilities: Career Highlights**

- ◆ Directed and managed a team dispatched by the Department of Defense Inspector General to evaluate the benefits of preserving the Bermuda Naval facility. The evaluation and report were selected competitively as the Department of Defense Inspector General Report of the Year for 1993.
- ◆ Planned and executed the humanitarian airlift of 8,400 refugees from Safwan, Iraq to Rafha, Saudi Arabia.
- ◆ Conducted and published research regarding future requirements for airlift aircraft and commercial newsgathering applications for remote sensing satellite technology as American Enterprise Institute Fellow. Was a contributing editor for Regulation Magazine.

Other Activities and Associations

**Airlift/Tanker Association**

1981 to Present

- ◆ Annual A/TA Convention manager, responsible for \$500 thousand convention budget and event planning.

**Education**

Master of Arts – Chapman College  
Bachelor of Arts – Bethel College



*Jack D. (Dave) Patterson*

Mr. Dave Patterson, currently serves as a Senior Executive Research Fellow at the University of Tennessee, and has been appointed to lead the Defense Acquisition Performance Assessment Project, a comprehensive evaluation of every aspect of the Defense Department acquisition system and decision making processes. The results of this effort will be recommendations for improving the Department's approach to acquiring weapon systems and a detailed implementation plan.

From August 2003 to June 2005, Mr. Patterson held duties as The Special Assistant to the Deputy Secretary of Defense. In the capacity as Special Assistant, Mr. Patterson was responsible for managing the Deputy Secretary of Defense's personal staff as well as providing direction and advice to the Office of the Secretary of Defense Staff on a wide range of national security operations and policy subjects. He contributed to the Department of Defense support to the United States' mission to establish free and economically successful societies and governments in Iraq and Afghanistan. Additionally, Mr. Patterson supported the Deputy Secretary in managing and directing Department of Defense decision making in the areas of military commissions for detainees in the Global War on Terrorism and major defense acquisition programs.

Before returning to government service, Mr. Patterson was a founding and managing partner at Bucher, Hutchins, Kohler and Patterson, Inc. where he led the firm's commercial consulting practice developing management strategies for acquiring new business. From 1999 to 2001, he was the Vice President and Site Manager for Steven Myers and Associates' support to Lockheed Martin Corporation's winning Joint Strike Fighter competitive proposal preparation.

Between 1993 and 1999, Mr. Patterson held a variety of responsible, executive positions at McDonnell Douglas Corporation (later The Boeing Company) beginning as the Senior Manager for Market Research and Analysis on the C-17 military air cargo aircraft and later as Director, International Business Development. He was responsible for developing and executing the business capture strategy that won U. S. Government Defense Acquisition Board approval to procure 80 additional C-17s completing the first contract for 120 aircraft. Mr. Patterson led the Boeing business development team that launched the initiative to introduce a commercial version of the C-17; the BC-17.

Mr. Patterson served in the Air Force from 1970 to 1993 retiring in the rank of colonel. During that time, he held responsible leadership and management positions with assignments at the air wing level as a C-5A aircraft commander and Deputy Operations Group Commander, at major command headquarters, Headquarters, U.S. Air Force, the Office of the Chairman, Joint Chiefs of Staff and the Office of the Secretary of Defense, Inspector General. In 1986, Mr. Patterson was the Air Force Fellow at the American Enterprise Institute. He served in Vietnam flying O2As as forward air controller.

## **Resume of Accomplishments**

### **Ms. Sue C. Payton**

Ms. Payton has demonstrated an excellent ability to solve the combatant commanders' problems and needs through the insertion of mature technologies. She has made exceptional technical, managerial and leadership contributions to the mission of the office and to the defense of the nation since her appointment as the Deputy Under Secretary of Defense for Advanced Systems and Concepts.

The Advanced Concept Technology Demonstration (ACTD) program is the premier Department of Defense method for rapidly demonstrating and transitioning mature technologies to solve compelling military needs in a cost-effective manner. Ms. Payton has expertly led this important transformational program through initiation of high leverage joint efforts by the acquisition and operational (warfighter) communities within DoD. In her role as DUSD, Ms. Payton has provided key leadership by initiating, managing or substantially contributing 85 ongoing ACTDs to date worth over \$4 Billion. Products and capabilities from 30 different ACTDs have been employed in Operations ENDURING FREEDOM and NOBLE EAGLE. Capabilities from three ACTDs have been employed in Operation ALLIED FORCE and three other programs are contributing immensely to efforts in support of U. S. Forces in Korea. Ms. Payton has successfully brought new technological areas and disparate organizations into the common goal of rapidly supporting the warfighter.

Ms. Payton also demonstrated exceptional leadership and superior knowledge in creating ACTDs for FY03. Sixteen new ACTDs have been selected as new programs and validated by the Joint requirements Oversight Council (JROC). Among these are the High Altitude Airship (HAA) which is long dwell, large payload UAV and the Military GPS Augmentation System (MGAS) which will provide increased accuracy, better anti-jam capability and improved navigation messaging for GPS users in the Eastern Hemisphere. Immediately after 9-11, Ms. Payton worked with the J-39, OUSD(P), OASD(C3I), Secret Service, CIA, Military Services, Combatant Commands, and other DoD agencies to respond to the need for critical new capabilities in support of the global war on terrorism. These endeavors have resulted in new capabilities in the realms of counter-terrorism, countermeasures to weapons of mass destruction, and improved command and control.

In an effort to strengthen the vigor and focus of the ACTD program, Ms. Payton initiated a two-level review of the demonstration projects. In the first level review, an in-depth review was conducted of the ACTD program management documentation (funding records, Implementation Plan, Management Plan including interoperability and transition provisions, and Military Assessments of Utility). This review process was completed by the end of March, and will be repeated on a periodic basis to keep a finger on the pulse of the program. In a complementing effort, Ms. Payton asked three external experts to review selected ACTDs to confirm technical appropriateness, operational relevance and process effectiveness. The combination of these two reviews helped strengthen the ACTD process. In a related effort, Ms. Payton led the review of the structure and content of Military Utility Assessments to ensure that transition issues are adequately addressed.

Ms. Payton has demonstrated exemplary leadership of the Office of the Deputy Under Secretary of Defense for Advanced Systems & Concepts. The continued success of the ACTD program and the embracement of this program by the new administration attest to her capabilities. Her ability to garner coalition participation in the ACTD program has been evident by the increase in the number of ACTDs and programs our coalition allies are interested in participating. She has also demonstrated superior leadership by initiating and providing oversight for the Office of Technology Transition (OTT) and the Foreign Comparative Test (FCT). Ms. Payton has been instrumental in identifying commercial technologies that can be adapted for use in military systems. Under her guidance new initiatives to leverage commercial technology have been instituted to reduce development time and cost in addressing the warfighters' urgent needs.

As DUSD(AS&C), Ms. Payton has led a strong effort to promote ACTDs and their products. She has addressed various groups and Congressional Staff on ACTD, OTT, and FCT program matters and continues to be a strong leader and advocate for streamlining the technology transfer process to the warfighter. Ms. Payton addresses and briefs the media regularly on ACTD selections and the status of technologies to support the warfighter. She also has provided timely inputs to the Defense Technology Objectives (DTO), the monthly ACTD milestones, the annual Budget Estimate Submission (BES). Under her strong stewardship, the successes of exceeding the goals of USD(AT&L) have been heralded and she continues to overcome the impedance of bureaucracy. The accolades given to Ms. Payton and constant demands for her advice and participation attest to the effectiveness of her leadership.

## BIOGRAPHY FOR PAUL F. PISCOPO

Mr. Paul F. Piscopo is the Staff Specialist for Aircraft Systems in the Office of the Deputy Under Secretary of Defense (Science & Technology)/Weapons Systems [ODUSD(S&T)/WS] at the Pentagon. In this position, he is responsible for overseeing and guiding Department of Defense (DoD) S&T activities and investments in fixed wing vehicles; rotary wing vehicles; airbreathing propulsion; high speed propulsion and fuels; aircraft power; and ozone-depleting-substance (ODS) alternatives for fire and explosion suppression.

From July 1993 through December 1998, Mr. Piscopo served as the Staff Specialist for Aerospace Propulsion and Vehicles in the Office of the Director, Defense Research and Engineering/Platform and Materials Technology (ODDR&E/PMT). In this position, he was responsible for assisting in the oversight of DoD S&T activities in air and space vehicles; aircraft, missile, and rocket propulsion; aircraft and spacecraft power; aircraft fuels; and ODS alternatives.

From July 1992 to July 1993, Mr. Piscopo served as the Propulsion Technology Manager (AIR-536T) in the Propulsion and Power Division of Naval Air Systems Command (NAVAIR), Washington, DC. In this capacity, he managed the Navy's Propulsion Technology Demonstrator Programs, directed advanced propulsion system concepts studies, coordinated the interaction of the Navy's propulsion technology programs into a comprehensive investment strategy, and oversaw industry IR&D and Small Business Innovative Research programs. As Propulsion Technology Manager, Mr. Piscopo was a member of the Division's Executive Board and sat as the NAVAIR representative to the DoD Integrated High Performance Turbine Engine Technology (IHPTET) Steering Group. In addition, from March 1993 to July 1993, Mr. Piscopo was dual-hatted as the Manager, Science and Technology Department (PE3) at the Naval Air Warfare Center/Aircraft Division-Trenton, where he supervised an 85-person group of scientists and engineers.

From October 1990 through July 1992, Mr. Piscopo served on a developmental assignment as a Staff Specialist in the Office of the Director of Defense Research and Engineering (Science and Technology/Engineering Technology). In this position, he was responsible for overseeing DoD's research and technology activities in airbreathing propulsion and ozone-depleting-chemical alternatives for fire/explosion suppression. While at the Pentagon, he also concurrently served as a Staff Specialist in the Office of the Director, Test and Evaluation (Test Facilities and Resources) where he was responsible for overseeing Hypersonic Test Investment Planning and the environmental-related activities of the Major Range and Test Facility Base (MRTFB).

Before coming to Washington in 1990, Mr. Piscopo worked at the Naval Air Propulsion Center (NAPC) in Trenton, NJ, where he had been employed since 1966. Mr. Piscopo held a wide variety of propulsion-related technical and managerial positions at Trenton, including Staff Assistant to the Technical Director; command-wide Total Quality Management (TQM) Coordinator; Manager, Demonstrator Engine Programs; Manager, Preliminary Engine Design; Lubricants Program Manager; Project Engineer for engine diagnostics and aircraft survivability; and test engineer. He served on both the Executive Board and the Strategic Planning Board at NAPC.

Mr. Piscopo is an Associate Fellow in the American Institute of Aeronautics and Astronautics (AIAA), and served as the AIAA Deputy Director for Propulsion from 1987 to 1993. He is also a member of the American Defense Preparedness Association (ADPA), the International Test and Evaluation Association (ITEA), and the Interagency Advanced Power Group (IAPG). He holds a Bachelors Degree in Aerospace Engineering from the University of Pittsburgh (1969).

***Professional Staff Member***  
**Committee on Armed Services**  
**U.S. House of Representatives**  
**Washington, D.C.**

1987 – 1994

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Responsible for intelligence, defense policy, acquisition policy, counter-drug, defense organization and general investigative activities of the committee. Lead writer of committee's after-action report on Operation Desert Storm.

***Senior Legislative Assistant***  
**U.S. Rep. Larry J. Hopkins**  
**Washington, D.C.**

1986 – 1987

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Responsible for all national security and foreign policy issues in Congressional office.

***District Manager***  
**U.S. Rep. Larry J. Hopkins**  
**Lexington, KY**

1983 – 1986

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Managed Congressional district office operation. Served as principal liaison for Congressman with local, county and state government and political organizations.

**EDUCATION**

B.A. Political Science – International Relations  
University of Kentucky

**PERSONAL**

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## **Robert Rangel**

### **Present Position: Staff Director, HASC**

Robert Rangel assumed the post of Staff Director for the House Armed Services Committee in March 2000. Prior to assuming this leadership role, he served as the Deputy Staff Director h. Rangel has served on the HASC staff since 1987 and has served as Deputy Staff Director since 1995.

## Senior Executive Core Qualifications (ECQ)

### Introduction:

I believe that five unique and challenging positions over the past 26 years, supported by my education, training, and professional experience, testify to my ECQ: Deputy Commander, U.S. VII Corps Artillery (1982-1985); Commander/Director, Fire Support Armaments Center, U.S. Army Armaments Research, Development, and Engineering Center (1986-1988); Chief, Fire Support Division, Headquarters, Department of the Army (1988-1990); Professional Staff Member, Committee on the Armed Services, U.S. House of Representatives (1990-2005); and Special Assistant to the Secretary of Defense (Chemical Biological Defense and Chemical Demilitarization Programs) (SA(CBD&CDP)) (2005-2008). I will focus my discussion on my experience as Special Assistant, but will use elements of my experience in the other positions to provide additional information.

### ECO 1 - Leading Change:

The Chemical Biological Defense Program (CBDP) and the Chemical Demilitarization Program (CDP) are two of the most complex and challenging programs in the Department of Defense (DOD), with an annual budget for each of more than \$1.5 billion and many technically and politically challenging issues. In the past three years the level of activity in the CBDP and the CDP has intensified as a result of enhancements in the CBDP, increased emphasis on homeland defense against biological threats, significant management issues in the Transformational Medical Technical Initiative (TMTI) and a congressional mandate to accelerate and complete destruction of the US chemical weapons stockpile by 2017. All of these have required decisive executive leadership and attention of the very highest order.

**TMTI:** As SA(CBD&CDP) I have led the development and execution of a program strategy for a balanced, capability-based chemical, biological, and radiological defense program that meets the requirements of the National Military and Homeland Defense Strategies and the needs of the Combatant Commanders to protect the warfighter against the most important near-, mid-, and far-term weapons of mass destruction (WMD) threats. Under my oversight, coordination, and integration, the program has initiated and guided innovative, transformational programs to deliver new, highly effective countermeasures against current and emerging WMD threats. One of these is the TMTI program, which is closely coordinated with the Department of Health and Human Services and is strongly supported by the Administration.

The FY2006 Quadrennial Defense Review and Program Decision Memorandum III (PDM III), which followed, established the requirement for the Transformational Medical Technology Initiative (TMTI): a five-year, \$1.5 billion program to develop broad-spectrum medical countermeasures against bioengineered and naturally occurring biological threats. The technologies and capabilities being developed in the TMTI program are of critical importance to the defense of the United States and its deployed armed forces against advanced or new biological threats, and would also provide a new paradigm for the treatment of infectious diseases in the civilian medical community.

Initiation of the program was a controversial issue during the development of the FY2007 President's Budget Request, because of disagreements among elements of the Office of the Secretary of Defense (OSD) staff and the Military Departments over funding sources and program content. After assuming my duties as Special Assistant in January 2006, I personally directed completion of the TMTI strategic plan in accordance with the PDM III guidelines, coordination and integration of the

implementing plan with the OSD Staff, and successfully defended the program during the development of the Fiscal Year 2008 - 2013 Program Objectives Memorandum and the FY2007 President's Budget Request. The Deputy Secretary of Defense approved the plan in December 2006. I established guidelines for, and supervised the completion of draft implementation and management plans, establishment of the joint TMTI program office by the Joint Science and Technology Office and the Joint Program Executive Office, and development of a program business plan with measurable performance metrics. Under my direction an oversight process was established in which TMTI program performance is measured objectively in monthly reports and a quarterly Overarching Integrated Project Team (OIPT), and the resulting program status and issues are provided to senior management.

In January 2008 the first annual technical review of the TMTI program by an outside panel of experts, the Threat Reduction Assessment Council (TRAC) CBD Sub-Committee, endorsed TMTI's technical progress; however, the OIPT identified low program obligation and expenditure rates that brought the program under senior management review, and ultimately resulted in the relief of the program manager in August 2008. I took a number of actions to stabilize and improve program leadership, including a strategic programmatic management review that provided recommendations for enhancing the ability of the program to meet its technical and fiscal goals, including improvements in management structure and oversight, increased personnel staffing, development of a communications strategy with a clear and consistent message, and establishment of an annual strategic programmatic review in addition to the annual technical scientific review. These recommendations are now being implemented.

In the annual technical review, just completed, the TRAC panel has again commended TMTI program progress and cited its unique accomplishments. Now in its third year, the TMTI program is essentially on schedule technically and achieving its first major success by filing two Investigative New Drug applications with the Food and Drug Administration for a multi-strain therapeutic against the Ebola virus and a multi-strain therapeutic against the Marburg virus - the first time this has been done.

**CDP:** In 1986 Congress directed the DOD to destroy the U.S. stockpile of 30,000 tons of lethal chemical agents and munitions. At that time the stockpile was distributed among eight Army-operated storage sites in the continental United States and one on Johnson Atoll in the Pacific Ocean southwest of Hawaii. The public law which established the program required the stockpile be destroyed in a manner that would ensure maximum safety for the workers involved in the destruction, local communities near the destruction sites, and the environment. Today, responsibility for executing the destruction program is divided by law between the Army and OSD under the oversight of the ATSD(NCB). The Chemical Warfare Convention, a treaty to which the United States and 185 other nations are signatories, requires destruction of the stockpile to be completed by April 29, 2012.

When I assumed my duties as Special Assistant and was charged with day-to-day oversight of the CDP, the ATSD(NCB) expressed his frustration that he was not able to get a clear picture of the overall status of neither the Army, nor the OSD elements of the program and the ability of the program to meet the CWC treaty goals or DOD program and cost targets. Based on my knowledge of the program (gained while a professional staff member of the House Armed Services Committee) and a review of the program with my new staff, I identified serious shortcomings in program reporting and the manner in which strategic guidance, oversight, and governance were provided to the program. My staff and I developed and implemented a strategic governance policy for the Army's element of the program and OSD's Assembled Chemical Weapons Alternative that significantly improved program accountability and performance through the use of clearly defined performance metrics to measure program status and progress. The plan was approved by Under Secretary of Defense (Acquisition, Technology, & Logistics)

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(USD(AT&L) on June 30, 2006. The June and August quarterly reviews that followed were endorsed by USD(AT&L) for providing the level of detail and focus he needed for oversight of the program.

Building on the strategic governance process, and close coordination among my Department of the Army staff counterpart, the Director, Army Chemical Materiel Agency (CMA), the Project Manager Assembled Chemical Weapons Alternative (ACWA), and myself, the program continues to make significant progress. The goal for destroying 45 % of the US chemical munitions stockpile by December 31, 2007, was achieved ahead of schedule. The Army is currently on a track that should permit it to achieve the Chemical Weapons Convention (CWC) 2012 destruction goal for 90 percent of the U.S. chemical weapons stockpile - 5 years ahead of the Acquisition Program Baseline objective of April 2017. At the end of December 2008, almost 58 % of the total stockpile has been destroyed, including all GB non-persistent and VX persistent nerve agents at CMA disposal sites. However, due to several program requirements imposed by Congress and actions taken by the DOD prior to my becoming the Special Assistant, the ACWA program is significantly behind schedule. A Defense Acquisition Board review of the ACWA program in August 2006 indicated a program schedule and cost breach that exceeded congressional limits and required a management review, establishment of a new cost and schedule baseline, and recertification of the program as essential by the Secretary of Defense. I led that review, selection of a new direct-reporting program manager, and establishment of a new program support office. Construction of the two ACWA sites in Colorado and Kentucky under a fiscally constrained program is now underway. In 2008 legislation Congress mandated an accelerated schedule to complete destruction of the stockpile at the ACWA sites by 2017. Working with the my Army staff counterpart, the OSD staff, CMA, ACWA, and congressional professional and personal staff members, I led the development and consideration of accelerated destruction alternatives by the OSD Strategic Governance Board and the realignment of \$355 million in program funding that, coupled with additional funding of \$900 million made available by the OSD comptroller over the period FY10-15, will permit significant movement toward the goal.

### **ECQ 2 - Leading People:**

When I assumed my duties as Special Assistant (Chemical Biological Defense and Chemical Demilitarization Programs) (SA(CBD&CDP)) in January 2006, I immediately began a review of the office staff and operating procedures for both the chemical biological defense program (CBDP) and the chemical demilitarization program (CDP). For the most part, both elements were composed of highly competent and experienced government and contractor personnel. My two predecessors, however, had left their jobs under less than favorable conditions and left the office staff with feelings of uncertainty about the future of the program and its leadership. The Deputy Special Assistant and Medical Director, whom I reassigned to his original duties, was leading the CBDP. The CDP was headed by a member of the Senior Executive Service on short-term temporary assignment from the Defense Threat Reduction Agency, whom, upon his departure 30 days later, I replaced with the minority GS-15 lead systems analyst and engineer as Acting Director, CDP (a position in which she served superbly for seventeen months until replaced by a Colonel, Chemical Corps). Both reported directly to me as the Special Assistant.

**Building a High-performing Staff and Taking Care of People:** To improve my office's workplace environment and overall performance of its mission to provide staff oversight, integration, and coordination of the CBDP and CDP, I set out to develop an office environment that would focus on mission accomplishment and would recognize each member of the office as a valuable member of the team. I set as a goal the establishment of a climate of open and collegial management that would recognize the worth and contribution of each individual and facilitate professional and personal

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development. To better focus office mission responsibilities on the two programs, I led the development of a new balanced scorecard strategy and a detailed mission and task analysis that focused on an objective assessment of office missions, functions, goals and objectives, and the place and responsibilities in the organization of each member of the office staff. I reorganized the two office elements to clarify functional responsibilities. Employee performance plans were aligned with organizational goals and appraised realistically against clear, measurable standards of performance. I conducted personal one-on-one interviews with each staff member in a non-confrontational conversation that was designed to encourage an objective and open exchange, so that I might get each member's frank assessment of the strengths and weaknesses of the office and recommendations for improvement. I established an office environment with an open-door policy in which I am accessible to all members of the staff. These actions resulted almost immediately in an improved focus on mission, goals and objectives, and improvements in performance, morale, and communications among the members of the office staff.

I have continued to build upon these goals and practices. Each member of the staff is recognized as a valuable member of the team. Staff members who complete their assignments and depart to other activities are recognized and rewarded. No one leaves empty-handed. New members of the staff are rapidly integrated to become fully contributing members. I continue my practice of hands-on "management by walking around" and frequent communication and dialogue with each member of the staff, whom I also meet semi-annually to review their performance, discuss their insights into office issues, and receive frank feedback from them on my own management and leadership – what's going well, what's not, and what needs to be improved. I continue to ensure that employee views are considered in evaluating their job performance. In implementing the National Security Personnel System, I work closely with my direct reporting civilian employees in the development of their performance plans and evaluations. I adhere strictly to law and regulations concerning merit systems and prohibited practices, and ensure continued application of, and compliance with EEO and laws, regulations, policy, and affirmative action, and ethical individual and organizational leadership in the management of personnel and programs.

To further improve office efficiency and oversight I also directed the establishment of an operations cell to monitor and control staff actions, and implementation of improved standard operating procedures and performance-based metrics. At weekly staff meetings, upcoming significant events affecting the CBDP & CDP Enterprise are reviewed, staff leaders and action officer briefly report the status of significant actions in their areas of responsibilities, and the operations cell provides feedback to the staff on the status of assigned staff action projects. Enhanced communications among the staff and the implementation of best business and staff practices have resulted in a marked increase in overall staff performance, reduced coordination and processing time, and increased accuracy in preparation of staff actions.

**Responding to Staff Conflict:** My experience has been that even highly performing staffs can have potentially dysfunctional issues that must be addressed. In July 2006, I brought on a new chief of staff, who was highly recommended. His performance was superb in a number of areas, but focused heavily on process, rather than on the balance between process and people that in my experience is necessary in a high-performing staff. Subsequent events and feedback from the staff and from the chief of staff himself, as well, identified the lack of effective two-way communication between him and individual members of the staff, contractor support, and his counterparts among the CBDP Enterprise, and the gradual growth of a dysfunctional relationship. Despite repeated counseling on my part with him and with individual members of the staff, that situation came to a head during early 2008, and ultimately made his reassignment necessary. Through my personal coordination with the Chief of the Chemical Corps, OSD Policy, and the Director, Chemical Material Agency, I was able to work out a three-way personnel

trade that ensured the chief of staff's reassignment to a field position in which his overall superb tactical leadership talents could be better used in an operational capacity, and his replacement by another highly qualified officer who also possessed the combination of people and process skills that were needed in the office. The results of my decision have had two positive results: the equivalent of a brigade-level field command for the former chief of staff and the improved ability of my office to pull together as a unified staff in performance of its CBD and CDP program missions.

### **ECO 3 -Results Driven:**

Throughout my three years as the Special Assistant a major strategic goal of the Under Secretary of Defense (Acquisition, Technology, and Logistics) (USD(AT&L)) has been the development and implementation of improved governance and decision processes. When I assumed my duties I found that there was no effective process in place for oversight of the chemical biological defense program, and that this was a source of great frustration and concern to my supervisor, the Assistant to the Secretary of Defense for Nuclear, and Chemical and Biological Defense Programs (ATSD(NCB)). From June 2006 to October 1998, I established a number of initiatives to increase my ability and that of my staff to exercise my responsibilities for oversight, coordination, and integration of the CBD program, and put in place improved governance and decision processes for both the Chemical Biological Defense (CBDP) and Chemical Demilitarization (CDP) plans: improved CBDP oversight, development of CBDP and CDP investment strategies and Program Objectives Memoranda, improvements in the 2003 CBDP Implementation Plan, and improvements in CBD readiness.

**Improved CBDP Oversight, Coordination, and Integration:** To replace the ineffective CBDP Sentinel review process, I conceived and developed a new two-tiered, semi-annual Overarching Integrated Process Team (OIPT) review process for oversight of CBD program. The new process was approved by USD(AT&L), and used effectively for the first time by the OSD staff and participating agencies in the FY06 mid-year budget review. In successive semi-annual OIPT meetings, programs have been assessed, issues identified, needed actions initiated, and results provided to senior executive leaders. The OIPT process that is now in use provides an effective tool for oversight, integration, and management of the CBDP program. Applying the principles of Continuous Process Improvement to my oversight responsibilities, I continued to make improvements in the semi-annual OIPT oversight process to make it more efficient by reducing requirements for intermediate working integrated process team (WIPT) program reviews, and increase its effectiveness as a tool for integration and coordination of the CBDP and for advising senior executive leadership regarding program status. I have also directed and guided the development and implementation of a comprehensive, fact-based oversight methodology and metrics for assessment of current program status across the CBDP, identification of technology gaps and programmatic options to address issues, and development of integrated options for improvements in program effectiveness. The new methodology has facilitated the establishment of a "watch list" to monitor those programs that are not meeting program and schedule goals and technical objectives, and provides an enhanced awareness of program strengths and weaknesses.

**CBDP and CDP Investment Strategies and Program Objectives Memoranda:** The CBDP develops and fields a mix of capabilities that reduce the risk of the deployed force to chemical, biological, radiological, and nuclear hazards on the battlefield and facilitate DOD support to homeland defense operation. I provided oversight and direction for development of CBDP and CDP investment strategy guidance and the Program Objective Memoranda (POM) for Fiscal Year 2008- 20013 (FY08-13) and for FY10-15 that, within available resources, achieve National and Department of Defense (DOD) strategic goals, objectives, and mission requirements. In leading the development of the CBDP POM Strategy

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guidance in 2006 and 2008, I focused the efforts of the CBDP program staff and DOD organizations on the production of FY08-13 and FY 10-15 POM investment strategies that would meet the needs of the combatant commands and services, balance risk, and support major DOD initiatives. In the FY 10-15 POM strategy guidance I established an integrated POM development process among the Joint Staff, the Army as CBDP executive agent, and the other military services that significantly enhanced coordination of service positions with the Joint Staff, then participated personally in the development process to resolve several continuous points and ensure that the services' positions were represented. Both the FY08-13 and FY10-15 POMs were approved quickly by the Joint Staff and the services with minimum debate, were subsequently approved by the USD(AT&L), and strongly supported during development of the President's Budget Requests for FY's 2008, 2009 and 2010.

**Improved 2003 CBDP Implementation Plan:** The CBDP Implementation Plans, which was approved by the Under Secretary of Defense (Acquisition, Technology, and Logistics) (USD(AT&L)) in 2003, defines roles, responsibility, and implementing procedures and processes for the CBDP. To foster an understanding of common goals and objectives in the POM 2010-2015 budget cycle and to encourage a spirit of cooperation and teamwork among all elements of the CBDP Enterprise that would ensure the development of a coordinated POM strategy and strategic CBDP program plan to which all stakeholders could agree and support, convened a working group composed of the deputy leaders of all of the CBDP Enterprise activities to review and agree to any needed changes in the 2003 version of the CBDP Implementation Plan. Under my guidance and oversight, the deputies reviewed the 2003 plan, then began developing the elements of an integrated short-, mid-, and long-term strategy for the CBDP, the first such program strategy for the program. The resulting strategy was approved by the ATSD (NCB) and published on September 30, 2008. I also directed an update to the 2003 CBDP Implementation Plan (IP) with changes that incorporate results-oriented performance metrics that would support war fighter requirements in terms of time, cost, and performance measures and enhance the statutory OSD oversight responsibilities and authority. The revised 2003 plan has been codified in a revised DOD Directive 5160.05E "Roles and Responsibilities Associated with the Chemical and Biological Defense Program," which was approved by the USD(AT&L) on September 30, 2008, and subsequently signed by the Deputy Secretary. I also directed the initiation of a supporting DOD Instruction that will provide detailed implementing instructions, policies and procedures for execution of the CBDP.

**CBD Readiness of U.S. Armed Forces:** The readiness of U.S. Armed Forces to fight effectively on a battlefield under the threat of an adversary's use of chemical, biological, radiological, or nuclear weapons, and to execute their responsibilities in support of defense of the homeland against such weapons have been subjects of repeated interest by the Congress and frequent reviews by the Government Accountability Office. During consideration of the FY2007 budget request, Congress directed the Secretary of Defense to assess the overall state of CBD training in the military services. In response to that tasking, in October 2006 I directed a study to assess and identify gaps in the CBD readiness of U.S. Armed Forces. In September 2007 my office completed and forwarded to Congress the report "Nuclear, Chemical, and Biological Defense Joint Training and Certification" that identified ten gaps in DOD NCB training, and recommended plans of action and milestones for resolving those gaps. I provided oversight of the CBRN Defense Doctrine, Training, Leadership and Education Task force that was chartered by the Joint Staff's Force Protection Function Capabilities Board to address those gaps, and also provided guidance and oversight for development of a strategy and plan for improvements in CBRN Defense Doctrine, Training, Leadership, and Education. The ATSD(NCB) approved the strategy on September 30, 2008, and the development of an implementation plan is underway.

**ECQ 4 - Business Acumen:**

**Financial Management:** Funding for the Chemical Biological Defense Program (CBDP) totals over \$1.5 billion annually and includes over 850 science and technology projects and over 53 development and acquisition programs. By coincidence annual funding for the Chemical Demilitarization Program (CDP) program is also over \$1.5 billion. The CBD and CD Enterprise includes approximately 12,000 government and contractor personnel distributed across elements of the Joint Staff, OSD, the Army Secretariat and Staff, the Military Departments, Defense Threat Reduction Agency, the Joint Program Executive Officer for CBD, the Army's CBRN School, the Army's Chemical Materiel Agency, the OSD Project Manager for Assembled Chemical Weapons Alternative (ACWA), seven chemical demilitarization plants and storage sites, eight CBDP program management activities, a major range and test facility base, two major research, development and engineering centers, and supporting activities.

As Special Assistant I am responsible for oversight, coordination, and integration of the CBDP and CDP planning, programming, budgeting, and execution processes; related research, development, and acquisition policy guidance, strategies, priorities, and procedures; funds allocation for the CBDP and CDP defense-wide accounts; and interagency and international coordination. With my staff of 10 senior military and civilian technical personnel, I exercise my responsibilities through oversight of the development of the biennial Program Objective Memorandum (POM) guidance and strategy, development of the off-year mini-POM, defense of the CBD and CD programs in the POM and budget issue paper cycles, preparation of CBDP and CDP portions of the annual President's Budget submission, funds allocation guidance, evaluation of annual science and technology and development and acquisition spending plans, mid-year and end-of-year budget execution, monitoring of operating element monthly program and project reviews, and conduct of semi-annual Overarching Integrated Process reviews. During the first quarter of FY07, the chemical biological defense program achieved an unqualified financial audit of the CBDP for FY07 - one of only six awarded that year throughout the DOD.

Since 1996 Congress has consistently supported the CBDP above the amounts requested in the annual President's budget. The majority of these additions have been earmarks for congressional interest items. I require that my staff and all operating elements of the CBDP take particular care that the earmarked projects have technical and operational merit and support the overall objectives of the program. For the last two years as a result of this proactive oversight Congress has provided additional unrestricted funding for science and technology initiatives in the CBDP core program.

**Resolving Forward Funding Issues:** During June 2007, I directed a mid-year review of FY07 budget execution by the CBDP Enterprise operating elements. The results of the review indicated forward funding problems in several elements of the Joint Program Executive Office (JPEO CBD) development and acquisition program and Joint Science and Technology Office (JSTO) science and technology program (i.e. program expenditures that did not meet DOD expenditure goals). This issue was addressed in the July 2007 CBDP OIPT and I directed the JPEO and the JSTO to resolve the situation in their respective areas. (These actions were also to provide the basis for further action in the development of strategic guidance for execution of the FY08 budget, development and guidance for the FY09 budget, and development of POM 2010-2015.) During the FY09 Program Issue Cycle that followed, I directed initial actions to address the forward funding issues identified during the mid-year review. Several CBDP programs were identified as internal bill payers to meet changing requirements for programs with more immediate needs (such as funding for procurement of plague vaccine). Despite these actions, the FY08 end-of-year review continued to indicate that significant CBDP obligations and expenditure remained below plan, and several programs did not obligate funding until the third and fourth quarters of the fiscal year, resulting in expenditures being pushed forward into the second and third years of fund availability

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and exacerbating the problem. To address these issues, I have directed a further program review in which the JSTO and the JPEO will identify under-executed programs/projects not meeting OUSD Comptroller execution goals. From these programs, I expect to recommend to the ATSD(NCB) a plan to provide a specific timetable and process to apply excess funding from under-executed programs/projects to high priority CBDP unfunded requirements.

**Technology Management:** As commander/director of a major Army laboratory and as a congressional professional staff member, I strongly supported the maintenance of a strong DOD laboratory system to address those essential core science and technology capabilities that would not be supported by industry or academia. As Special Assistant I continue to support research programs based in DOD Service laboratories to ensure preservation of scientific expertise, intellectual critical mass, and infrastructure, while concurrently maintaining an appropriately balanced investment portfolio between intramural, interagency, commercial, academic, and international activities. Maintenance of essential DOD laboratory core capabilities, both the physical infrastructure and the human capital, are critical elements for ensuring the ability of U.S. Armed Services to fight effectively and survive on a future battlefield and to defend our homeland against the potential use by an adversary of chemical, biological, radiological, or nuclear weapons. In the past several years the OSD and Military Departments have made funded significant improvements in both chemical biological defense and medical biological defense laboratory and test and evaluation infrastructure and I continue to ensure in the CBDP funding strategy that further investments are planned and supported.

**Human Capital Management:** For a number of years, however, DOD has been faced with an aging science and technology workforce. To insure the maintenance of a workforce that is highly qualified in the scientific, technical, and program management skills required in both the chemical biological defense and chemical demilitarization programs - a workforce that is recognized for those capabilities throughout the DOD and the chemical biological defense and chemical demilitarization communities - I initiated the development of programs and studies that led to the establishment of increased numbers of post-doctoral CBDP fellowships, and for supporting improvements in CBDP laboratory and test and evaluation infrastructure. Leveraging educational outreach opportunities (including the National Science Foundation's Post-Doctoral Program) to enhance the scientific and technical expertise of current and future CBDP S&T personnel, the objective of these initiatives is the creation of a world-class research and development infrastructure that will attract the best scientific and engineering personnel and ensure the future capability of the DOD program. The enhanced post-doctoral CBDP fellowships initiated in 2006 have begun to bear fruit by the accession of new scientific and engineering talent to the CBDP program. One has only to visit Edgewood Chemical and Biological Center to see these young scientists and engineers and the positive effects of this program on the CBD science and technology program

#### **ECQ 5 - Building Coalitions/Communication:**

Throughout my career of 47 years of military and civilian government service, I have gained a reputation for openness, candor, integrity and trustworthiness in personal and published communications – core values that I consider absolutely essential. Transparent and forthright communications are absolutely key to being able to work together and build coalitions and support for programs. They are instrumental in the establishment of the internal, congressional, interagency and international trust and coalitions necessary to the success of the CBDP and the CDP.

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**Building CBDP and CDP Communications:** As Special Assistant I constantly seek to clearly communicate Chemical Biological Defense (CBD) and Chemical Demilitarization Program (CDP) goals, objectives, initiatives, and accomplishments in numerous forums to ensure support of the programs by the OSD staff and Joint Staff, defense agencies, military departments, combatant commanders, the industrial and academic base, and US allies. In December 2006, I directed revisions in the FY2006 Annual CBD Program Report to Congress, and the first time Report to Congress on the Transformational Medical Technology Initiative in February 2007, to improve their usefulness and provide a broad understanding of the CBDP. Both reports have been highly effective in communicating CBDP and TMTI information and objectives, and have been praised by congressional staffs for their clear explanation of the programs and utility in providing the basis for developing the annual congressional budget for the program. My office continues to revise the Annual Report to make it a more productive and useful tool for congressional professional and member staffers. Each year in support of the President's Budget Request, I have planned and executed a legislative strategy of briefings and staff engagements with members of Congress and their staff members and administration officials to provide an understanding of the CBD and CD program requests that have resulted in strong overall support for the programs. Results have been clear and measurable.

**Building Internal and Congressional Coalitions:** I continue to emphasize close cooperation and interaction personally and by my office staff with CBDP stakeholders in the military departments, defense agencies, combatant commands, with interagency, allied, and other international partners, and with supporting elements of the defense research and development establishment to better advance and coordinate the objectives of the CBDP. In January 2006 I renewed the bi-weekly meetings of the senior CBDP program leaders to provide an informal forum for discussion of CBDP issues and coordination of the CBDP program. A weekly meeting of the CBDP deputies provides a similar forum for the Council of Colonels. This has resulted in greater understanding and unity of effort among the CBDP stakeholders. The number of interagency and White House officials who attend the TMTI and CBD program reviews repeatedly demonstrates the degree of this cooperation.

In the CDP, I have established and maintained close working relationships with all program performers and government, industry, and local activities to ensure a common understanding of program goals and objectives and need for unity of effort. In coordination with the Deputy Assistant Secretary of the Army for Elimination of Chemical Weapons, the Director of the Army's Chemical Materiel Agency, and the OSD Project Manager (Assembled Chemical Weapons Alternatives), I have conducted a focused program with states, local communities, and advocacy groups and with Congress to foster a common understanding of program objectives and gain increased support for management initiatives and the need for increased flexibility in execution of the program. The CDP budget has been fully funded, and a new legislative shared-savings provision to provide performance incentives to the site contractors was approved by the Congress and the President in FY09.

**Building International Programs:** To enhance unity of effort in the coordination of international CBD programs, I lead the semi-annual DOD CBDP International Programs Coordinating Group to insure integration and coordination of US military department and defense agency activities and initiatives in multi-lateral and bi-lateral relationships with US allies and partners. As U.S. program officer for the quadripartite Chemical, Biological, Radiological Defence Memorandum of Understanding (MOU), I played a major role by working with my fellow program officers to facilitate the expansion of the MOU from three to four countries (Australia, Canada, United Kingdom, and United States), and easing the integration of Australia into the MOU. The activities of the MOU Group impact the full range of CBD program: doctrine, testing, research, development, and acquisition. In coordination with my counter-part national program officers and to ensure that U.S. national program objectives were achieved,

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I provided oversight and guidance for development of the "CBR Defence Memorandum of Understanding (MOU) Strategy and Roadmap to the Year 2025," and for its presentation to, and approval by the quadripartite MOU Steering Group in December 2008. The Strategy and Roadmap support ongoing MOU objectives to provide opportunities for increasing research, development, acquisition, and non-materiel cooperation, align national priorities to the maximum possible extent, and identify remaining program gaps and opportunities for MOU cooperation.

**Building Interagency Programs:** As the designated DOD staff focal point for the CBD program, I work closely with my counterparts in the Departments of Health and Human Services (DHHS), and Home Security (DHS), and State (DOS), and other federal agencies in program matters and activities related to interagency coordination of programs for countering the weapons of mass destruction (CWMD) threat. In January 2008 I became principal DOD representative to the Homeland Security Council's Biodefense Policy Coordinating Committee for the development of interagency proposals for biodefense program enhancements that were subsequently approved by the President. These activities expanded to include frequent coordination with the agencies named above as well as the National Security Council, the Office of Management and Budget, and the Office of Science and Technology Policy. Activities in these areas have increased significantly, and include initiatives for establishment of an Integrated Biodefense Portfolio between DHHS and DOD for vaccines and therapeutics, a Memorandum of Understanding for coordination of DOD and DHW CBD science and technology program, development of jointly funded advanced pharmaceutical manufacturing capabilities, support for the interagency biodefense campus at Fort Detrick, Maryland, improvements in laboratory biological security and safety, and the TMTI program, among others.

**William S. Rees, Jr., Ph.D.**  
Director, Molecular Design Institute  
School of Materials Science and Engineering and  
School of Chemistry and Biochemistry  
Georgia Institute of Technology  
Atlanta, GA 30332-0245

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Dr. William S. Rees, Jr. currently is Program Manager for the CBRNE Countermeasures, USSS and Critical Infrastructure Protection portfolios at DHS S&T / Homeland Security Advanced Research Projects Agency (HSARPA), as an IPA from Georgia Tech. He received his B.Sc. degree from Texas Tech University in 1980 and his Ph.D. in 1986 from University of California, Los Angeles. Prior to his assignment to DHS, he was a Professor at the Georgia Institute of Technology since January 1994, with a joint appointment between the School of Materials Science and Engineering and the School of Chemistry and Biochemistry, and was named the first Director of the Molecular Design Institute in February 1995.

Professor Rees has over 120 peer-reviewed publications in archival journals, seven patents, one book, has delivered invited lectures at over 20 international meetings, over 75 universities, and at over 200 other locations. Dr. Rees actively serves in a number of roles in national and international service, including Chair of the Gordon Research Conference; Member, Defense Science Study Group; Member, Defense Science Board Task Force on "Roles and Missions in Homeland Security"; Member, National Research Council (NRC) Scientific Review Panel on "EPA Homeland Research"; Member, NRC Chemical Sciences Roundtable, and external Ph.D. examiner in India and Finland. His honors include Alexander von Humboldt Fellowship (1998); Fellow, American Institute of Chemists (1998); Fellow, Royal Society of Chemistry (1998).

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# S. (Sandra) Veronica Richardson, Colonel (Retired)

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## QUALIFICATIONS SUMMARY

Senior financial management professional with over twenty-eight years of extensive and progressively increasing responsibility managing large, high dollar financial organizations.

Managed finance and accounting programs and organizations servicing communities comprised of tens of thousands of personnel and family members.

Superior abilities in leading, motivating, and developing cohesive teams with winning results.

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## PROFESSIONAL EXPERIENCE

### Obama for America Campaign Experience 2008

- **Primary states' field operations, Obama for America:** volunteer traveler to campaign in Pennsylvania and Indiana; full-time field volunteer in Virginia
- **Obama Observer** to Virginia State Democratic Convention.
- **Women for Obama:** Leadership Committee, VA WFO, attended WFO/DNC Women's Leadership Forum in Chicago (October); assisted with WFO "Conversations with Surrogates" and outreach in primary and general election campaigns. Worked with Professional and Business Women United for Obama.
- **General election, VA Campaign for Change:** Full-time volunteer staff in Northern VA, assisted with Constituency Outreach for Small Business and Veterans; assisted with planning and staffing of events served on GOTV leadership team, attended the Democratic National Convention. Photographer for VA WFO.

**Senior Military Executive Assistant to Director (July 2003 – January 2006) and eGovernment Project Officer (January – December 2006), Defense Finance and Accounting Service (DFAS), Arlington, VA., 2003 – 2006** Served as a principal adviser on the personal staff of the agency's Director, responsible for providing the DoD with the full spectrum of finance and accounting services worldwide. DFAS employed over 16,000 personnel in over twenty-six locations, and paid six million military and civilian personnel. DFAS had an operating budget of \$1.4 billion, and disburses over \$455 billion annually.

- Prepared Director for briefings, public appearances, and all Director visits, accompanied Director as top aide on all official travel.
- Resolved problematic entitlement cases brought to the attention of the Director.
- Served as liaison to Office of the Under Secretary of Defense (Comptroller) and other agencies.

**Commander, Defense Finance and Accounting Service, Orlando, FL, 2001 – 2003** Managed a Department of the Army centrally selected brigade-level DFAS business unit comprised of 379 personnel (soldiers, airmen and civilians). A multi-service, joint command, responsible for accounting, disbursing, travel pay, and vendor pay support to eight major commands/clients. Client services included \$23 billion annually in customer funds. Managed \$12 million operating budget.

- Successfully implemented initiatives to redefine customer service to create efficiencies and reduce costs.
- Significantly improved environment for team as evidenced by increase in 15 of 17 dimensions of the team's annual assessment and improved customer service with an increase of 34%.
- Created an environment for new ideas, process improvements and innovations.

**Military Assistant to the Assistant Secretary of the Army (Financial Management and Comptroller)**, Pentagon, Washington, D.C., 1999 – 2001. Provided the Assistant Secretary executive review, personal advice and guidance on programs and matters affecting Army-wide financial management functions. Integrated and coordinated matters presented to the Assistant Secretary for action. Participated in formulation of policy, procedures, and programs.

- Prepared the Assistant Secretary for selected meetings, briefings, official functions and public appearances. Accompanied as top aide the Assistant Secretary on all official travel.
- Acted as liaison with the Office of the Secretary of Defense, the Joint Staff, the Army Secretariat, the Army Staff, Major Army Commands, and other outside agencies

**Commander, 176<sup>th</sup> Finance Battalion**, Yongsan, Republic of Korea, 1996 – 1998. Managed the Army's most diverse forward deployed and centrally selected Finance Battalion, responsible for operations and training for four subordinate commands at three major locations separated by hundreds of miles. Provided finance service support to eleven brigade-level commands throughout Korea. Disbursed up to \$139 million monthly and served as the Theater Central Funding Officer.

- Produced combat ready unit with battle focused standards, mission ready at all times.
- Earned "Diamond and Sword Award" for sustained tactical and technical proficiency.
- Flawlessly executed processing of non-combatants during exercise Courageous Channel.

**Chief, Financial Management Branch**, Joint Chiefs of Staff, The Pentagon, Washington, D.C. 1996 – 1998 Managed the Financial Management Branch for the Joint Staff. Executed a \$650 million annual budget in support of the Joint Staff and the Combatant Commands. Supervised eight senior civilian, military, and contractor personnel.

- Successfully implemented the conversion of the Comptroller Automated Budget System.
- Led team to unparalleled levels of success and near flawless execution of all programs.
- Routinely conducted General Officer and Senior Executive Service level briefings.

### **Other Assignments**

**Program Budget Officer**, Assistant of Army (Financial Management and Comptroller), Pentagon

**Budget Director**, Secretary of Defense Military Working Group, Washington, DC

**Financial Analyst**, Assistant of Army (Resource Analysis and Business Practices), Pentagon

**Commander**, 45<sup>th</sup> Finance Support Unit, Kaiserslautern, Germany

**Deputy Finance Officer**, 45th Finance Support Unit, Kaiserslautern, Germany

**Staff Finance and Asst Executive Officer**, US Finance and Accounting Center, Indianapolis, IN

**Central Accounting Officer**, Second Infantry Division, Republic of Korea

**Chief, Military Pay and Training Officer**, Fort McClellan, AL

### **EDUCATION AND TRAINING**

**Masters of Accountancy**, University of Alabama, Tuscaloosa, AL, 1987

**B. S. Degree, Accounting**, Tuskegee University, 1978

**The Army War College**, 1999

**Command and General Staff College**, Leavenworth, KS. 1992

**Professional Military Comptroller School**, Montgomery, AL, 1993

**Joint Professional Military Education Course**, Armed Forces Staff College, Norfolk, VA, 1994

## **Affiliations**

Board Member, American Society of Military Comptrollers, Alexandria, VA  
Board Member, COMPACT, Orlando, FL

Life Member, Association of United States Army  
Life Member, Army War College Association  
Life Member, Army Finance Corps Association  
Life Member, American Society of Military Comptrollers  
Life Member, Society of White House Military Aides  
Life Member, Delta Sigma Theta Sorority, Inc.  
Life Member, ROCKS, Inc

## **Awards and Decorations**

Presidential Distinguished Service Award, Tuskegee University  
Distinguished Member of the Regiment, Army Finance Corps Association

Defense Superior Service Award  
Legion of Merit  
Defense Meritorious Service Medal (2)  
Meritorious Service Medal (3)  
Joint Service Commendation Medal  
Army Commendation Medal (2)  
Global War on Terrorism Service Medal  
Korea Defense Service Medal  
Armed Forces Reserve Medal  
Joint Staff Identification Badge  
Army Staff Identification Badge  
Nathan Towson Regimental Medallion

# BRAD ROBERTS

member, research staff, Strategy, Forces, and Resources Division

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## Key responsibilities:

- To develop analytical products for the Office of the Secretary of Defense and support agencies on policy and strategy issues associated with weapons of mass destruction.
- To provide project and program leadership.
- To assist in advisory activities to the Department of Defense and other USG entities.

## Also serve as:

- Professorial Lecturer in International Affairs, Elliott School of International Studies, George Washington University
- Member, Threat Reduction Advisory Committee (reporting to the Undersecretary of Defense for Acquisition, Technology, and Logistics—a role requiring appointment as a Special Government Employee);
  - chair, TRAC panel on Combating WMD
  - member, TRAC panel on Nuclear Deterrence Transformation
- Special advisor, Strategic Advisory Group, U.S. Strategic Command (also SGE role)
- Vice chair, US Committee of the Council for Security Cooperation in the Asia Pacific
- Member of the Council on Foreign Relations, International Institute for Strategic Studies (London), and Arms Control Association
- Member, editorial board, *The Nonproliferation Review*

## Served previously as:

- member and founding chairman, Threat Reduction Program Review Committee, Los Alamos National Laboratories, 2003-2006 (following service as member and chairman, Review Committee, Decision Applications Division, 1996-2002).
- chairman, research advisory council, and member, board of trustees, Chemical and Biological Arms Control Institute (1994-2005)
- research fellow, Center for Strategic and International Studies (1983-1995) and editor of the *Washington Quarterly* (1988-1995).
- research associate, International Institute for Strategic Studies, 1990
- analyst, defense policy and arms control, Congressional Research Service (1982)

## Education:

- Doctorate, Political Science, 1996, Erasmus University Rotterdam, The Netherlands
- M.Sc. International Relations, 1981, London School of Economics and Political Science
- B.A. International Relations, 1976, Stanford University (also completed B.A., German Studies)

## **FY08/09 IDA Project Activity**

*With sponsorship of the Defense Threat Reduction Agency:*

1. Nuclear Stability in Asia:
  - a. What are the potential new sources of instability in the relationships of strategic military power among Asia's major powers?
  - b. How does China's nuclear policy community understand the requirements of nuclear stability and security? How should this inform the China-US nuclear dialogue?
2. The Evolving Requirements of Extended Deterrence:
  - a. What are the new challenges of extended assurance and deterrence in the emerging security environment (a series of case studies)?
3. Regional Threat Reduction Strategies:
  - a. What are the lessons of past successes in preventing nuclear tipping points from being crossed in the global subregions?
  - b. How can those lessons be adapted to inhibit the next wave of potential proliferators?
4. The Changing International Political Order and its Implications for Nuclear Order:
  - a. How is the changing cast of rising, falling, and stagnating powers affecting the quest for stable international nuclear order?

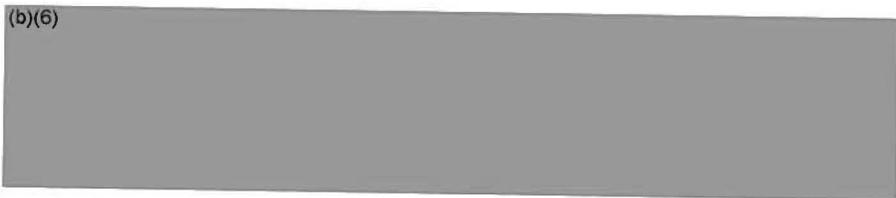
*With sponsorship of the United States Institute of Peace:*

- Analytical support to the Congressional Commission on the Future of the Strategic Posture of the United States. Serving as lead drafter.

*With IDA central research support:*

- East Asia Security Strategy:
  - Four times in the 1990s, the USG issued statements of East Asia Security Strategy, but none has been issued since 1998.
  - This project is a joint activity of IDA, the Center for Naval Analyses, NDU's Institute for National Security Studies, Pacific Forum CSIS, and the Center for a New American Security, aimed at drafting a new USG strategy statement.
  - IDA's key contributions: elaboration of strategies to manage China's rise and to reduce WMD threats and risks.

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## **Papers Published by the Institute for Defense Analyses:**

2009

- “Asia’s Major Powers the the Emerging Challenges to Nuclear Stability among Them” (draft final)

2008

- “Beyond the Moscow Treaty: Alternative Perspectives on the Future Rules and Utility of Nuclear Weapons” (coauthored with Victor Utgoff)

2007

- “Nuclear Dialogue With China: Crafting an Approach”
- “Deterrence and WMD Terrorism: Calibrating its Potential Contributions to Risk Reduction”

2006

- “Instability in the DPRK: Toward ‘More Anticipatory’ Strategic Warning”

2005

- “Operationalizing Dissuasion of China: Practicalities and Pitfalls”

2004

- “The ‘Nexus:’ A Summary Review of Administration Statements on the Threats Posed by Terrorism, Rogue States, and WMD”
- “China’s Perceptions of the U.S. Nuclear Threat: A Post-NPR Survey”
- “Strategic Options: Understanding the New Long War” in *Strategies for the 21<sup>st</sup> Century: A Study of Strategy and Technology, Final Report* (DARPA, May 2004)

2003

- “China and Ballistic Missile Defense: 1955 to 2002 and Beyond”
- “Dissuasion, China, and the New Triad”
- “Defining the Challenges of Campaign-level Responses to Campaign-type Terrorism”
- “A Strategy for the New Long War”

2002

- “American Primacy and Major Power Concert: A Critique of the 2002 National Security Strategy”
- “Tripolar Stability: The Future of Nuclear Relations among the US, Russia, and China”
- “Deterring Terrorism: Terrorist Campaigns and Prolonged Wars of Mutual Coercion”

2001

- “China-U.S. Nuclear Relations: What Relationship Best Serves U.S. Interests?”
- “East Asia’s Nuclear Future: A Long-Term View of Threat Reduction”

2000

- “Nuclear Multipolarity and Stability”
- “Asymmetric Conflict 2010”
- “China and Asymmetric Warfare”
- “Asymmetric Counters to JV2020”
- coauthor with James Silk and Victor Utgoff, “The Comprehensive Test Ban Treaty, Foreign Nuclear Weapons Programs, and US Security: An Assessment”
- “A Framework for Speculating About When and How Biological Weapons Might be Used in the Middle East”
- “NATO and Biological Warfare: An Overview of Key Issues”

1999

- "Geopolitics and Nuclear Order: The Nuclear Planning Environment in 2015"
- “Global Nuclear Futures: Evolution or Revolution?”
- “China’s Nuclear Strategy”
- coauthor with Michael Nacht, "What Can Defense Threat Reduction Accomplish?"
- “A Scenario for the Use of Smallpox to Cause Strategic Collapse of the USA”

1998

- "Biological Weapons in Major Theater War”
- “Counterproliferation and The Spectrum of Conflict”
- "Multilateralism and Security in East Asia"
- “The Future of Nuclear Weapons in Asia”
- "Biological Weapons Proliferation in Asia"

1997

- coauthor with Victor Utgoff, “Counterproliferation: A Mid-Term Assessment”
- coauthor with Utgoff, “Coalitions Against NBC-Armed Regional Adversaries: How Are They Formed, Maintained, and Led?”
- coauthor with Utgoff, “Fundamental Questions Raised by Far Deeper Negotiated Nuclear Arms Reductions”
- contributor, “A Top-Down Examination of the Nuclear Forces Sustainment Problem”
- coauthor with Karl Lowe, “Biological Warfare Decision Points: A Framework for Analysis”
- “Chem-Bio Terrorism: Calibrating Risks and Responses”

1996

- “Rethinking How Wars Must End: NBC War Termination Issues and Major Regional Contingencies,” in Victor Utgoff, ed., *The Coming Crisis: Nuclear Proliferation, U.S. Interests, and World Order* (Cambridge, Mass.: MIT Press)
- coauthor with Karl Lowe, “Biological Weapons and U.S. Security”
- “BW Defense in Coalition Wars: Assessing the Capabilities of U.S. Allies and Potential Coalition Members”

- “World Order in the *Post-Post* Cold War Era: Beyond the Rogue State Problem”
- “Biological Weapons Proliferation and U.S. Security”
- “Authorizing NBC Counterforce: Deliberating U.S. Interests and Choices”
- “Military Strikes Against NBC-Armed Rogue States: Is There a Moral Case for Preemption?”
- “Arms Control in the Emerging Strategic Environment”
- “Technology Diffusion and International Security”

## OTHER PUBLICATIONS

### **authored book:**

- *Weapons Proliferation and World Order After the Cold War* (The Hague, The Netherlands: Kluwer Law International, 1996).

### **authored monograph:**

- "Chemical Disarmament and International Security," *Adelphi Paper 267* (London: Brassey's for IISS, 1992).

### **coauthored monograph:**

- with Robert Manning and Ronald Montaperto, *China, Nuclear Weapons, and Arms Control* (Council on Foreign Relations, 2000).

### **edited books:**

- *Weapons Proliferation in the 1990s* (Cambridge, Mass.: MIT Press, 1995).
- *Order and Disorder After the Cold War* (MIT Press, 1995).
- *New Forces in the World Economy* (MIT Press, 1995).
- *U.S. Security in an Uncertain Era* (MIT Press, 1993).
- *U.S. Foreign Policy After the Cold War* (MIT Press, 1992).
- *The New Democracies: Global Change and U.S. Policy* (MIT Press, 1990).
- Coeditor with Walter Laqueur, *America in the World 1962-1987: A Strategic and Political Reader* (New York: St. Martin's Press, 1987).
- *Hype or Reality: Assessing the Risks of Mass Casualty Terrorism* (Alexandria, Va.: Chemical and Biological Arms Control Institute, 2000).
- *Terrorism With Chemical and Biological Weapons: Calibrating Risks and Responses* (Alexandria, Va.: Chemical and Biological Arms Control Institute, 1997).
- *Ratifying the Chemical Weapons Convention* (Washington, D.C.: CSIS, 1994).
- *Biological Weapons in the 1990s: Weapons of the Future?* (CSIS, 1993).
- *The Chemical Weapons Convention: Implementation Issues* (CSIS, 1992).
- *Chemical Disarmament and U.S. Security* (Boulder, Colo.: Westview Press, 1992).
- *Chemical Warfare Policy: Beyond the Binary Production Decision* (CSIS, 1987).

## **Book chapters, journal articles, other short published items**

Topical areas:

- Arms Control
- General Weapons Proliferation Issues
- Asian Security
- General topics
- Biological weapons: proliferation and control
- Chemical weapons: proliferation and control
- Democratization and human rights

(some items are double-listed under different topical subheads)

### **I. Arms Control**

“Order, Stability, and Nuclear Abolition: A Comment” in George Perkovich and James Acton, eds., *Abolishing Nuclear Weapons: A Debate* (Carnegie Endowment, 2009).

“Book Review: The Minimum Means of Reprisal: China’s Search for Nuclear Security,” *Arms Control Today*, May 2007.

“Arms Control and Sino-US Strategic Stability,” discussion paper prepared for a US-China Strategic Dialogue cohosted by the Naval Postgraduate School and Pacific Forum CSIS Honolulu, Hawaii, August 1-3, 2005

Coauthor with Michael Moodie, *A Decade of Change, a Decade of Challenge: A Once-and-Future Intellectual History of the Chemical and Biological Arms Control Institute* (Washington, D.C., 2005)

“Are Regimes Relevant?” A commentary on panel presentations by Jayantha Dhanapala, Under-Secretary General of the United Nations for Disarmament, and John Wolf, Assistant Secretary of State for Nonproliferation, Carnegie International Nonproliferation Conference, November 15, 2002, posted at [www.ceip.org](http://www.ceip.org).

“East Asia,” in Jeffrey Larsen, ed., *Arms Control: Cooperative Security in a Changing Environment* (Boulder, Colo.: Lynne Rienner, 2002).

“Revisiting Fred Iklé’s 1961 Question: ‘After Detection, What?’,” *Nonproliferation Review* (Spring 2001).

Coauthor with Robert Manning and Ronald Montaperto, *China, Nuclear Weapons, and Arms Control* (New York: Council on Foreign Relations, 2000) and as digested in *Foreign Affairs* (July/August 2000).

"Arms Control in the Decade Ahead," in Catherine Kelleher, ed., *Transatlantic Relations in a New Era* (Berlin, Germany: Aspen Institute and Free University, 2000).

"The Road Ahead for Arms Control," *Washington Quarterly*, Vol. 23, No. 2 (Spring 2000).  
Republished in Alexander Lennon, editor, *Contemporary Nuclear Debates: Missile Defenses, Arms Control, and Arms Races in the twenty-first century* (Cambridge, Mass.: MIT Press, 2002).

"Preventing the Proliferation of Weapons of Mass Destruction: What Role for Arms Control?" in Oliver Thraenert, ed., *A German-American Dialogue on Arms Control* (Bonn: Ebert Stiftung, 1999).

"Arms Control in 2000-2010: Forks in the Road Ahead," in James Brown, ed., *Entering the New Millennium: Dilemmas in Arms Control* (Albuquerque, N.M.: Sandia National Laboratories, 1999).

"An American Perspective on Arms Control in the Asia-Pacific," in Jeffrey A. Larsen and Thomas Miller, eds., *Arms Control in the Asia-Pacific Region* (Colorado Spring: Institute for National Security Studies, 1999).

"Strategies of Denial," in Peter L. Hays et al, eds., *Countering the Proliferation and Use of Weapons of Mass Destruction* (Boston: McGraw Hill, 1998).

"Arms Control in the Emerging Strategic Environment," *Contemporary Security Policy*, Vol. 18, No. 1 (April 1997).

"Arms Control and the Future of International Security," in J. Marshall Beier and Steven Mataija, eds., *Cyberspace and Outer Space: Transitional Challenges for Multilateral Verification in the 21<sup>st</sup> Century* (Toronto: York University, 1997).

"Rethinking Chemical and Biological Export Controls," *The Monitor* [on Nonproliferation, Demilitarization, and Arms Control], Center for International Trade and Security, University of Georgia, Winter 1997, pp. 9-11.

"The Post-1995 Nuclear Verification Challenge," in Steven Mataija, ed., *Proliferation in all its Aspects Post-1995: The Verification Challenge and Response* (Toronto: Centre for International and Strategic Studies at York University, 1995).

"Does Arms Control Have a Future?" in *Proceedings*, Defense Nuclear Agency's Fourth Annual International Conference on Controlling Arms, June 1995.

"Rethinking Export Controls on Dual-Use Materials and Technologies: From Trade Restraints to Trade Enablers," *Arena* (Alexandria, Va.: CBACI, 1995).

"NPT Extension, International Security, and the End of the Cold War," in Marianne van Leeuwen, ed., *The Future of the Nuclear Non-Proliferation Treaty* (Dordrecht, The Netherlands: Martinus Nijhoff Publishers with the Netherlands Institute of International Relations, 1995).

"Arms Control and the End of the Cold War," *The Washington Quarterly* 15 (Autumn 1992).

"UN Roles in South-South and North-South Arms Control," in William H. Lewis, ed., *The Security Roles of the United Nations* (Washington, D.C.: National Defense University, conference proceedings, October 9-10, 1991).

"The Other Arms Control Agenda," CSIS Contingency Paper, September 1986.

"Strategic Arms Reduction Talks (START)," issue brief, Congressional Research Service, November 1982.

## II. General Weapons Proliferation Issues

“All the King’s Men?” Refashioning Global Nuclear Order,” *International Affairs* (Chatham House), May 2007.

“Nonproliferation: Challenges Old and New,” in James Davis, Barry Schneider, and Peter Lavoy, eds., *Avoiding the Abyss: Progress, Shortfalls, and the Way Ahead in Combating the WMD Threat* (Montgomery, Ala.: Air War College, 2005). Reprinted separately as Counterproliferation Papers, Future Warfare Series, No. 24.

“The Nuclear Balance of Terror and 9/11,” in Bruno Tertrais, editor, *Nuclear Issues in the Post-9/11 World* (Paris, France, 2003).

“Major Power Relations and Nonproliferation: The Impact of September 11,” in Michael Barletta, editor, *After 9/11: Preventing Mass-Destruction Terrorism and Weapons Proliferation*, Occasional Paper No. 8 (Monterey, Calif.: Monterey Institute of International Studies, 2002).

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“Rethinking the N-Plus-One Proposition,” *National Interest* (Spring 1998).

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#### IV. General Topics

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## VII. Democratization and Human Rights Issues

Coeditor with Nina Belyaeva, *After Perestroika: Democracy in the Soviet Union* (Washington, D.C.: CSIS, 1991).

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*Slow and Uneven Global Economic Growth: Implications and Prescriptions* (Washington, D.C.: CSIS, 1986).

## **SPEECHES, SEMINAR PRESENTATIONS, CONGRESSIONAL TESTIMONY**

### **United States Congress**

House Committee on Armed Services  
House Committee on the Budget, Defense Task Force  
Senate Committee on Foreign Relations (3 times)  
Senate Committee on Governmental Affairs  
Congressional Study Group on the Future of Strategic Systems  
Congressional Study Group on Chemical Weapons Issues

### **other U.S. government:**

Arms Control and Disarmament Agency  
Cooperative Monitoring Center, Sandia National Laboratory  
Department of Agriculture, graduate program  
Department of State, Human Rights Bureau symposium  
Department of State, Nuclear Stability Working Group  
Lawrence Livermore National Laboratory, California  
Los Alamos National Laboratory, New Mexico  
Sandia National Laboratory, Albuquerque and Livermore  
National Academy of Sciences

### **institutes:**

Aspen Institute, Wye, Maryland  
Carnegie Endowment for International Peace  
Center for Strategic and International Studies  
Chemical and Biological Arms Control Institute  
Ethics and Public Policy Center  
Henry L. Stimson Center  
Institute for Defense Analyses  
Institute for East-West Security Studies, New York  
Institute for the Study of Diplomacy, Georgetown University  
United States Institute of Peace  
World Policy Institute, Salisbury, Connecticut  
Woodrow Wilson International Center for Scholars

**universities:**

Case Western Reserve University, Ohio  
Fletcher School of Law and Diplomacy, Tufts University  
George Washington University, terrorism studies center  
Georgetown University, National Security Studies Program  
Harvard University, Center for Science and International Affairs  
Johns Hopkins University, Applied Physics Laboratory  
Johns Hopkins University, School of Advanced International Studies  
Southern Methodist University, John Tower Center  
Stanford University, Center for International Security and Arms Control  
Texas A&M University, College Station  
University of California, Berkeley  
University of Maryland, Center for International and Security Studies  
University of Pittsburgh, Ridgway Center  
University of Southern California, Washington Program

**military:**

Air Force XON/P  
Air Mobility Command, Scott Air Force Base  
Air War College, Maxwell Air Force Base  
Army War College, Carlisle Barracks  
Asia-Pacific Security Studies Center, Honolulu  
Center for Naval Analyses, Alexandria  
CINCPAC, Honolulu  
CINCSTRAT, Omaha  
Defense Intelligence Agency  
Defense Nuclear Agency/DSWA  
Defense Science Board  
Defense Science Study Group  
Institute for National Security Studies, Air Force Academy  
Institute for National Strategic Studies, National Defense University  
Interamerican Defense College, Ft. McNair  
Military Operations Research Society  
National Defense University, Ft. McNair  
NATO Defense Group on Proliferation  
Naval Academy, Annapolis  
Naval Postgraduate School, Monterey  
SACLANT  
SPACECOM Senior Advisory Group  
STRATCOM: CINC Leadership Group, J-5, SAG Policy Group  
Threat Reduction Advisory Committee  
USAMRIID, Ft. Detrick  
US-UK Joint Venture Oversight Group

**Other US:**

American Association for the Advancement of Science, Washington, D.C.  
American Bar Association, Committee on National Security  
Close-Up Foundation, Washington, D.C.  
Committee on Foreign Relations in Albuquerque, Cleveland, Detroit, St. Louis, and Wichita  
Committee on National Security, Washington, D.C.  
General Electric, corporate seminar, Washington, D.C.  
Meridian House International, Washington, D.C.  
National Press Club, Foreign Press Center, Washington, D.C.  
National Strategy Forum, Chicago  
National Strategy Information Center, Washington, D.C.  
Science Applications International Corporation  
U.N. Disarmament Fellowship Program, Washington, D.C.  
Women in International Security, Washington, D.C.  
World Future Society, New York

**Europe:**

Academy for East-West Economics, Berlin  
American Embassy Club, Bonn  
Amerika Haus, Berlin, Cologne, Hannover, Stuttgart, and Vienna  
Association for Security Policy Studies, Bonn  
Berghof Foundation for Conflict Research, Berlin  
Bundesausfuhramt, Frankfurt  
Center for European Strategic Studies, Munich  
Embassy of Germany, Washington, D.C.  
Darmstadt University (IANUS Group)  
Friedrich Ebert Foundation, Bonn and Berlin  
Fuehrungsakademie, Hamburg (German General Staff College)  
German Council on Foreign Relations, Bonn  
German-American Roundtable on proliferation  
German-Atlantic Treaty Association, Bonn  
Institute for Theology and Freedom, Hamburg  
International Affairs College, Potsdam  
Konrad Adenauer Foundation, Bonn  
Kühlungsborn Colloquium, Max Delbrück Center, Berlin  
Peace Research Institute Frankfurt  
Policy Planning Staff, Auswartiges Amt, Berlin  
Stiftung Wissenschaft und Politik, Ebenhausen & Berlin

Centre d'Etudes et de Recherches Internationales, Paris  
Commissariat a l'Energie Atomique, Paris  
Fondation pour les Etudes de Defense, Paris

Institut Francais des Relations Internationales, Paris  
Secretariat General de la Defense Nationale, Paris

NATO--US mission arms control roundtable, Brussels  
Royal Institute of International Relations, Brussels

Dutch Advisory Council on Peace and Security, The Hague  
Free University, Amsterdam  
Netherlands Association of International Affairs  
Netherlands Atlantic Commission  
Netherlands Institute for Advanced Studies  
Netherlands Institute of International Studies, Clingendael  
University of Amsterdam  
University of Leiden, Netherlands

International Institute for Strategic Studies, London  
Wilton Park Conference Centre, U.K.

Stockholm International Peace Research Institute (Sweden)  
Institute for Applied Microbiology, Vienna  
Atlantic Committee, Turin  
Florence Military School  
Institute for International Relations, Rome  
Carnegie Center, Moscow  
Interlegal, Moscow  
Ukrainian Academy of Sciences, Kiev  
Center for Nonproliferation and Export Control, Minsk, Belarus  
Canadian Center for Arms Control and Disarmament, Ottawa  
Center for International and Strategic Studies, York University, Canada

**Asia:**

Beijing University  
Center for Chinese and American Studies, Nanjing University  
Chinese Academy of Social Sciences, Beijing  
Foreign Affairs College, Beijing  
Fudan University, Center for American Studies, Shanghai  
Shanghai Academy of Social Sciences  
Shanghai Institute for International Studies  
Shanghai Municipal Center for International Studies  
Sichuan University, Chung-du  
Hong Kong Baptist University  
Institute for National Policy Research, Taipei  
Singapore Institute of International Affairs

Institute for Defence Studies and Analyses, New Delhi  
Royal United Services Institution, New Delhi  
Centre for Strategic and International Studies, Jakarta, Indonesia

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## CURRICULUM VITAE

**GUY B. ROBERTS**  
**Colonel USMC (Ret.)**

**Address:**

(b)(6)

**Telephone:**

(b)(6)

### EXPERIENCE

**2000-Present:** Associate Counsel (Arms Control), Department of the Navy

As the counsel for arms control for the Department of the Navy, responsible for providing legal interpretation of all arms control agreements, to include providing legal advice on arms control agreement implementation and compliance review programs to ensure consistency with U.S. arms control obligations, domestic law and regulation. Also provides legal/policy advice on the implementation and compliance issues involving the Polaris/Trident Sales Agreement, a foreign military sales agreement, between the U.S. Government and the United Kingdom. Served as Deputy Head of U.S. Delegation for 2002 Biological Warfare Convention Review Conference.

**1997-2000:** Staff Judge Advocate, U.S. Southern Command, Miami, Florida

Senior legal advisor to combatant unified commander. Responsible for all legal issues that arises within the region of responsibility (Central and South America and the Caribbean). This includes reviewing all operational and concept plans for legal sufficiency, establishing jurisdictional relationships with south Florida legal and law enforcement communities, developing and implementing a strategy for furthering respect for the rule of law in newly developed democracies, implementing training programs for foreign militaries to ensure compliance with the laws of war and basic human rights, approving humanitarian and civic assistance initiatives under Title 10 and Title 22 of the US Code, negotiating status of forces agreements within the region and other international agreements as directed by the unified commander, and assuring the efficient and appropriate application of military justice by subordinate commanders. Key achievement was the negotiation of the first Acquisition and Cross Servicing Agreement in the region with Argentina. Also, responsible for reviewing for legal sufficiency all contracts and expenditures for the command headquarters.

**1995-1997:** Staff Judge Advocate, Second Marine Division, Camp Lejeune, NC

Responsible for providing legal services to 17,000 military and civilian personnel and their families. Duties include supervising a staff of 15 lawyers plus support personnel to provide legal advice on administrative (regulatory), environmental, ethical, criminal and international law issues. Supervised deployed judge advocates to Africa and Europe and provided legal advice during Partnership for Peace exercises. Also responsible for providing legal advice and policy guidance on diverse issues associated with military deployments such as use of force, status of forces, foreign claims, and the laws of wars.

**1991-1994:** Non-Proliferation Branch Head, Joint Staff, Department of Defense, Washington, D.C.

Joint Staff Representative to the United Nations in New York, Conference on Disarmament for disarmament and arms control issues in Geneva, and NATO Disarmament Experts Meetings in Brussels.

Responsible for preparing Joint Staff positions and representing the Chairman of the Joint Staff at bilateral and multilateral negotiations on weapons of mass destruction (biological, chemical, nuclear), and international legal issues. Also served as the Joint Staff Representative on US Delegation to the International Atomic Energy Agency in Vienna, the Australia Group (non-proliferation of chemical precursors and biologic agents) in Paris and the Nuclear Suppliers Group, and primary action officer responsible for developing US counterproliferation policy.

**1989-1991**: Regulations/Legislation Branch Head, Office of the Judge Advocate General of the Navy, Washington, D.C.

Served as the Department of the Navy's legal advisor on Freedom of Information Act and all regulations issues; reviewed proposed legislation affecting and drafted legislation diverse departmental programs and interests, and provided legal advice on naval involvement in the counter-narcotics program.

**1988-1989**: Staff Judge Advocate, Marine Expeditionary Brigade, Okinawa, Japan

Command legal advisor on diverse international and military law issues including foreign criminal jurisdiction, status of forces issues, claims, Title 10 (funding) issues, law of war and other legal issues affecting military operations.

**1987-1988**: Staff Assistant, Multilateral Affairs Bureau, Arms Control and Disarmament Agency, Washington, D.C.

Responsible for developing negotiating positions/proposals for the Conventional Forces in Europe treaty, prepared legal review of the ABM Treaty, and drafted the initial proposal for the Open Skies Treaty. Also prepared briefing papers and positions on diverse issues before the Conference on Disarmament in Geneva including radiological weapons, chemical weapons, nuclear testing, and various conventional arms issues.

**1985-1987**: Assistant Staff Judge Advocate to the Commander in Chief, U.S. Pacific Forces, Honolulu, Hawaii.

Legal advisor on the law of war, law of sea, international agreements, arms control, refugee issues, security assistance, environmental matters and fisheries issues. Also legal advisor to the Special Operations Command (low intensity conflict, combating terrorism, and POW/MIA issues). Conceived and instituted first-ever conference bringing together senior military operators and their legal advisors from countries in the region.

**1983-1985**: Legal Advisor, Headquarters, U.S. Marine Corps, Washington, D.C.

Advised senior officials on intelligence matters and reviewed all plans/operations to ensure compliance with U.S. and international law. Legal advisor for the Grenada operation, and Marine Corps Representative to Working Group on Developing the Worldwide Peacetime Rules of Engagement. Drafted operational handbook on legal issues associated with combating terrorism.

**1979-1983**: Staff Attorney, Naval Legal Service Office, London, England.

Responsibilities included prosecuting or defending military personnel, handling administrative discharge boards, providing legal assistance to military and civilian employees, counseling on foreign personnel issues, settling claims against the U.S. Government, serving as Foreign Court Observer, and providing legal advice on diverse international law issues.

1978-1979: Company Commander, First Battalion, Fifth Marines, Camp Pendleton, CA.

Leader, manager of 125-man infantry company with over \$20 million worth of equipment and supplies. Deployed to Okinawa, Japan, The Philippines, South Korea, Hong Kong, the Marinas, and Guam.

1976-1978: Trial/defense attorney, First Marine Division, Camp Pendleton, Ca.

Prosecuted or defended over 300 courts-martial.

### PROFESSIONAL EDUCATION

\* M.A. National Security and Strategic Studies, Naval War College (with highest distinction). Won Stephen B. Luce Award for academic achievement (first in class).

\* LL.M. International and Comparative Law, Georgetown University (GPA 11.13 out of possible 12.00).

\* A.M. with distinction in international relations, University of Southern California at London, England (studied at London School of Economics).

\* J.D. University of Denver, Denver, Colorado. Standing: Top 33%.

\* B.A. Magna cum laude in Political Science, Arizona State University. Minors: English and History. Phi Kappa Phi Honor Society

### LEGAL QUALIFICATIONS AND AFFILIATIONS

\* Licensed to practice in Colorado, California, Arizona, U.S. District Court (10th Circuit), and before the Court of Military Appeals and the United States Supreme Court.

\* Member: Colorado, California, Arizona bar associations; American Society of International Law; International Law Association; International Society for Military Law and Law of War; Hague Academy of International Law; International Institute for Strategic Studies.

### LIST OF PUBLICATIONS

Co-author, "Representing the Military Defendant," *Trial Magazine*, October, 1980.

Co-author, "Defense of Servicemen," Criminal Defense Techniques, Matthew Bender Publishers, 1983, 1987, 1992

"U.S. Government Policy and Legal Considerations in Combatting Terrorism," *Marine Corps Operational Handbook*, OH-7-14, 1984.

"The New Rules of War: The Case Against Ratification of Additional Protocol I," *26 Virginia Journal of International Law*, Fall 1985.

"Covert Operations for Intelligence Gathering in Combatting Terrorism: The Moral Dilemma," in Fighting Back (Livingstone and Arnold, eds. 1986).

"Self-help in Combatting State-Sponsored Terrorism: Self-Defense and Peacetime Reprisals," 19 *Case Western Reserve Journal of International Law* 243 (Spring 1987).

"Treaty Violations in Afghanistan," in Afghanistan--The Great Game Revisited (Klass ed. 1987).

"Judaic Sources of the Laws of War," *Navy JAG Journal*, 1988.

"Enforcing the CFE Treaty: Ensuring Compliance Before it's too Late," *Strategic Review*, Fall 1990.

Co-Editor, National Security Law Documents, Carolina Academic Press, 1995.

"An Elegant Irrelevance: The ABM Treaty in the New World Disorder," *Strategic Review*, Spring 1995.

"Five Minutes Past Midnight: The Clear and Present Danger of Nuclear Weapons Grade Fissile Materials," Institute for National Security Studies Occasional Paper #8, February 1996.

"Nuclear Weapons-Grade Fissile Materials: The Most Serious Threat to US National Security Today?" *Airpower Journal*, Special Edition 1996

"Reality Check: NATO's Ambitious Response to the Proliferation of Weapons of Mass Destruction," *Airpower Journal*, Fall 1997

Co-author, "International Cooperation and NATO's Counterproliferation Policy," in Countering the Proliferation and Use of Weapons of Mass Destruction (Hays, Jodoin, Van Tassel eds. 1998)

"Caribbean Drug Challenges: Operations and the U.S. Southern Command," in Oceans Policy: New Institutions, Challenges and Opportunities (Nordquist and Moore eds. 1999)

"The Counterproliferation Self-Help Paradigm: A Legal Regime for Enforcing the Norm Prohibiting the Proliferation of Weapons of Mass Destruction," *Denver Journal of International Law and Policy*, Summer 1999

"This Arms Control Dog Won't Hunt: The Fissile Material Cut-Off Treaty and the Conference on Disarmament," Institute for International Security Studies Occasional Paper, February 2001.

Co-author, "The Legal Engagement Strategy for U.S. Southern Command in South America," *Parameters*, Spring 2001.

"Assault on Sovereignty: The Clear and Present Danger of the New International Criminal Court," *American University International Law Review*, Vol. 17, No. 1, p. 35 (2001).

"Cooperative Security Measures," in Arms Control: Cooperative Security in a Changing Environment (Larsen, ed. 2002).

# DOROTHY ROBYN

## Education

University of California, Berkeley, Ph.D. and M.P.P. in Public Policy; Southern Illinois University,  
B.A. in Political Science and Journalism

## Biography

Dr. Robyn brings more than 20 years of experience analyzing, implementing, and working to reform government regulatory and economic policy. She specializes in rigorous economic analysis of controversial and often-complex public policy issues that relate to competition in aviation, telecommunications, and other network industries. She strives to develop reports and expert testimony that can influence the policy debate—and resulting government decisions—by making the underlying economic issues clear and compelling to non-economists. Her recent work has focused on spectrum allocation, financing of the air traffic control system, and liberalization of international aviation competition and investment.

Prior to joining *The Brattle Group*, Dr. Robyn was a Guest Scholar at the Brookings Institution. From 1993 to 2001, she was a senior economic adviser to President Clinton, and served on the staff of the White House National Economic Council. She was responsible for coordinating the Administration's policy on transportation, aviation, aerospace and defense, science and technology, international telecommunications, and competition.

## Selected Publications

"Reforming the Air Traffic Control System to Promote Efficiency and Reduce Delays," by Dorothy Robyn, *The Brattle Group, Inc.*, October 29, 2007.

"The sky must be no limit to global competition," by Dorothy Robyn and Alfred E. Kahn, *Financial Times*, February 15, 2006.

Toward an Evolutionary Regime for Spectrum Governance: Licensing or Unrestricted Entry?, by Dorothy Robyn and William J. Baumol, Brookings Press, 2006.

"Beyond Open Skies: The Economic Impact of a US-EU Open Aviation Area," by Boaz Moselle, James D. Reitzes, and Dorothy Robyn, *Deep Integration: How Transatlantic Markets*

*are Leading Globalization, Daniel S. Hamilton and Joseph P. Quinlan, eds., 2005.*

"Letter to the Honorable Joe Barton, Chairman, Committee on Energy and Commerce, US House of Representatives, estimating how much revenue the US Treasury would receive if the Federal Communications Commission auctioned 60 MHz of spectrum in the 700 MHz (TV) band that the FCC has allocated for commercial use," by Dorothy Robyn and William P. Zarakas, *The Brattle Group, Inc.*, May 18, 2005. 📄

"How Can South Africa Derive the Greatest Benefit from its Airline Industry? An Economic and Regulatory Analysis, Prepared for the Government of South Africa," by James D. Reitzes, Dorothy Robyn, and Scott C. Gibson, *The Brattle Group, Inc. and Seabury Group*, **not publicly available at this time**, February 2004.

"The Real Battle Over Air Traffic Control," by Dorothy Robyn and Robert W. Poole, Jr., *Aviation Week & Space Technology*, November 3, 2003.

"Study to Assess the Potential Impact of Proposed Amendments to Council Regulation 2299/89 with Regard to Computerised Reservation Systems," by Carlos Lapuerta, Boaz Moselle, James D. Reitzes, Dorothy Robyn, Erica Carere, Mark Armstrong, John Cook, and Stephen Dolan, *The Brattle Group Ltd. and Norton Rose*, October 2003. 📄

"The Benefits of Open Skies," by Dorothy Robyn, *Airline Business*, March 2003.

"The Economic Impact of an EU-US Open Aviation Area, Prepared for the European Commission," by Boaz Moselle, James D. Reitzes, Dorothy Robyn, and John Horn, *The Brattle Group, Ltd.*, December 2002. 📄

"The Impact on the U.S. Economy of Lifting Restrictions on Travel to Cuba," by James D. Reitzes, Dorothy Robyn, and Bryan Church, *The Brattle Group, Inc.*, July 15, 2002. 📄

"Ending Runway Gridlock," by Dorothy Robyn, *Blueprint: Ideas for a New Century*, September/October 2001.

"Flight Delay Repair that Won't Fly," by Dorothy Robyn, *Washington Times*, August 2, 2001.

"Congress' Plan to Reduce Flight Delays is Not Airworthy," by Dorothy Robyn, *Policy Matters*, May 2001.

Braking the Special Interests: Trucking Deregulation and the Politics of Policy Reform, by Dorothy Robyn, University of Chicago Press, 1987.

## Selected Testimony

"Comments of Charles L. Jackson, Dorothy Robyn and Coleman Bazelon (The Value of White Space)," by Charles L. Jackson, [Dorothy Robyn](#), and [Coleman D. Bazelon](#), June 20, 2008. 

"In The Matter of Unlicensed Operation in the TV Broadcast Bands, Additional Spectrum for Unlicensed Devices Below 900 MHz and in the 3 GHz Band: Reply Comments of Charles L. Jackson and Dorothy Robyn," by [Dorothy Robyn](#) and Charles L. Jackson, March 2, 2007. 

"In The Matter of Unlicensed Operation in the TV Broadcast Bands, Additional Spectrum for Unlicensed Devices Below 900 MHz and in the 3 GHz Band: Comments of Charles L. Jackson and Dorothy Robyn," by [Dorothy Robyn](#) and Charles L. Jackson, January 31, 2007. 

"Expert Report on behalf of American Airlines in a Proceeding before the Department of Transportation regarding the Joint Application of Alitalia, Czech Airlines, Delta Air Lines, KLM, Northwest Airlines and Societe Air France for Approval of an Antitrust Immunity for Alliance Agreements," by [James D. Reitzes](#), [Dorothy Robyn](#), and [Kevin Neels](#), June 24, 2005; Reply, July 15, 2005; Surreply, September 9, 2005.

"Expert testimony on behalf of Astar Air Cargo, Inc., in the Matter of the Citizenship of DHL Airways/Astar Air Cargo, before the Department of Transportation," by [Dorothy Robyn](#), August 27, 2003. 

# JOHN C. ROOD

(b)(6)

## EXPERIENCE

### NATIONAL SECURITY COUNCIL

(b)(6)

**Director, Proliferation Strategy, Counterproliferation, and Homeland Defense** May 2001-present

Responsible for the formulation, coordination, and implementation of policy on missile defense, the ABM Treaty, North Korea, and other related arms control and nonproliferation matters. Key part of the Administration's effort to move beyond the ABM Treaty to build a new strategic framework for U.S.-Russian relations and to deploy missile defenses. Routinely prepared policy papers, talking points, and background memoranda for the President, National Security Advisor, and other senior officials. Also chaired interagency meetings to coordinate and formulate policy in these areas.

### UNITED STATES SENATE, OFFICE OF SENATOR JON KYL

(b)(6)

#### Senior Policy Advisor

May 1999-May 2001

Managed team of five staff members responsible for defense and foreign policy issues, with emphasis on arms control, nonproliferation, missile defense, and nuclear weapons issues. Lead staffer on effort to defeat the Comprehensive Test Ban Treaty and legislation to reorganize the Department of Energy in response to Chinese espionage at U.S. nuclear sites. Managed preparation of hearings on terrorism and cyber security held by Senator Kyl's Subcommittees on Technology, Terrorism, and Government Information of the Senate Judiciary Committee.

#### Fellow

Jan. 1997-May 1999

Prepared speeches, legislation, and background memoranda on a broad range of foreign policy and defense issues, such as missile defense, nonproliferation, sanctions, export controls, arms control, and regional issues such as U.S. policy on Iraq and China. Heavily involved in effort to oppose ratification of the Chemical Weapons Convention. Also worked on five hearings held by Senator Thad Cochran's Subcommittee on International Security, Proliferation, and Federal Services of the Senate Governmental Affairs Committee that examined U.S. export controls and the proliferation behavior of China, Russia, and North Korea. In addition, drafted three chapters of the *Proliferation Primer*, a subcommittee report on the spread of weapons of mass destruction and missile technology.

### CENTRAL INTELLIGENCE AGENCY

(b)(6)

#### National Security Council Briefer, Nonproliferation Center

Jan. 1995-Jan. 1997

Provided daily intelligence briefings and coordinated Intelligence Community support to officials at the National Security Council and the Office of the Vice President responsible for nonproliferation, export controls, and arms control matters. Also prepared material for senior intelligence officials to use during Congressional testimony and inter-agency meetings.

#### Analyst

May 1988-Jan. 1995

Performed analysis on ballistic missile programs in Third World countries, including North Korea, India, and Pakistan. Also served on inter-agency task forces that provided intelligence support to U.S. officials at nuclear talks with North Korea, which resulted in the conclusion of the "Agreed Framework," and supported military forces enforcing "no-fly" zones over Iraq.

## EDUCATION

Bachelor of Science, Economics, Arizona State University, 1990.

## Resume

(b)(6)

**Brian M. Rubin****Qualification  
Summary**

Over 35 years of progressively challenging and responsible management experience in health care administration, the most recent 27 years devoted to serving the Military Health Care System (MHS) as a DoD employee assigned to the Office of the Civilian Health and Medical Program for the Uniformed Services (OCHAMPUS), the TRICARE Support Office (TSO), and currently the TRICARE Management Activity (TMA). Areas of operational expertise encompass all facets of health care administration. Specific experience includes the development, solicitation, and award of multi-billion dollar health care contracts; planning, designing, budgeting, and implementation of major health care benefit program enhancements; oversight of major health care claim processing systems; pre- and post-payment medical review; contract compliance audits; fraud and abuse investigations; and provider/beneficiary marketing and education. Management experience includes strategic planning, resource planning and management, direction of large and diverse staff, budgeting, employee relations, and project planning and administration. Demonstrates excellent interpersonal and communication skills in daily interfaces with industry Chief Executive Officers and senior DoD officials. Frequent briefer to House Armed Services Committee and Senate Armed Services Committee staffs.

**Major  
Accomplishments  
(last 5 years)**

- Project Manager during the period 2001-2004 for the next generation of TRICARE contracts, a project known as T-NEX. Responsibilities included:
  - Creating a Concept of Operations for the procurement of health care encompassing the entire TRICARE benefit. Requests for Proposals were planned and developed, coordinated with internal and external partners (including industry), and released to the bidding community. Awards valued at \$32B were then made, on time, for the following contracts:
    - TRICARE Mail Order Pharmacy Contract
    - TRICARE Retail Pharmacy Contract
    - Marketing and Education Contract
    - Managed Care Support Contracts (3)
    - TRICARE Dual Eligible Fiscal Intermediary Contract (TDEFIC)
    - Claims Audit Contract, and
    - The National Quality Monitoring Contract
  - Successful transitions have been completed on the TRICARE Mail Order Pharmacy Contract, the TRICARE Retail Pharmacy Contract, the Marketing and Education Contract, the Claims Audit and the National Quality Monitoring Contracts. These contracts were implemented on schedule with minimal or no disruption to our beneficiaries and providers. The remaining contracts are in successful transitions and are on schedule to be completed by November 1, 2004.
- In 2000/2001, budgeted, obtained funding, and implemented the most expansive set of health care benefit changes in the 35 year history of the program. This included:

- Planning, designing, and directing implementation of a \$1 billion pharmacy benefit for 1.4 million Medicare/TRICARE beneficiaries which is projected to increase claim volumes by 12 million per year. This was flawlessly implemented within 5 months from enactment of the law to the actual delivery of service.
  - Planning, designing, and directing implementation of a \$3 billion medical/surgical benefit to 1.4 million Medicare/TRICARE beneficiaries which is projected to increase claim volumes by 25 million per year. This was completed on October 1, 2001, on schedule and under budget.
- Also in 2000/2001, led TMA operations management in directing contractors toward the highest claims processing performance level in the recent history of the program. The Chairman of the Joint Chiefs of Staff personally recognized this accomplishment in an article in the *Retired Officers' Association Magazine*, August 20, 2000. This level of performance is still being maintained today.
- From 1999 to 2000, as Acting Director, Acquisition Management and Support (AM&S) persuaded senior TMA management officials to recognize the escalating pharmacy costs in this country and the impact on TMA contractors. This resulted in several major changes to TMA contracting and avoided protracted litigation with contractors.

## Work Experience

1978 - present

Department of Defense:  
TRICARE Management  
Activity (TMA),  
TRICARE Support  
Office (TSO),  
Office of the Civilian  
Health & Medical  
Program for the  
Uniformed Services  
(OCHAMPUS)

### **Deputy Chief, TRICARE Acquisitions Directorate (February 2004 – present)**

Responsible for up to 200 civilian and military staff located in Aurora, CO. Accountable for all TRICARE contracting and operations worldwide and reports directly to the Director, Health Plan Administration. Contract and operational oversight encompasses mail order and retail pharmacy contracts, active duty and retiree dental contracts, three managed care support contracts, an over 65 TRICARE For Life contract, along with audit and peer review contracts. These contracts serve over 8 million beneficiaries and are valued at \$32B over 5 years. The Deputy Chief is the senior official for the formulation, development and execution of the TRICARE policy and reimbursement systems, program requirements, contractor operations (including transitions), contract management, and is the Sr. TMA Manager providing oversight of the TMA-Aurora staff.

### **Director, Program Operations Directorate (July 2000 – February 2004)**

Responsible for up to 100 civilian and military staff located in Falls Church, VA and Aurora, CO. Accountable for all TRICARE operations worldwide and reports directly to the Executive Director, TMA. This is accomplished through the day-to-day oversight and management of 7 major contracts; each valued at between \$1 billion and \$3.5 billion per year. TRICARE serves approximately 8 million beneficiaries and processes over 100 million medical/surgical/dental claims per year. The director is the senior official for the formulation, development, and execution of the TRICARE policy, special programs and demonstrations, contract operations, program requirements, program management and integration, and health services and operational support.

### **Acting Director, AM&S Directorate (January 1999 - July 2000)**

Responsible for up to 60 civilian employees, primarily contracting officers and contract support staff. As Head of the Contracting Activity (HCA), directed contracting activities of a series of managed care support contracts that supplement the capabilities of regional military health care delivery networks. These contracts, supporting eleven regions in the United States and claims processing for regions in Europe and the Pacific, were (and remain) a major component of TRICARE and are valued at approximately \$17 billion over 5 years.

Provided direction to the development and execution of acquisition policy, the negotiation and administration of managed care support contracts, and issuance of operational or technical guidance, regulations, and instructions as required to effectively administer and manage the contractual aspects of TRICARE. Major accomplishments include the development of the next generation of TRICARE contracts and million dollar contract modifications to recognize escalating pharmacy costs.

### **Deputy Director, AM&S Directorate (February 1998 - January 1999)**

Served as Deputy Director to the Director for performance of those activities discussed in the preceding description.

### **Deputy Director, TRICARE Support Office (TSO)/OCHAMPUS (October 1994 - February 1998)**

Responsible for internal operations and the direction of up to 300 civilian and military staff. Accountable for the formulation and implementation of health care policy, budgeting, dental and medical/surgical claims processing, fraud and abuse, appeals, beneficiary and provider education, and development, solicitation, award, implementation, and management of multi-billion dollar contracts. Managed day-to-day operations of the TSO with particular involvement in contract management, finance and accounting, and contractor operations. Major accomplishments include the transition from indemnity-based to managed care contracting and the acquisition and implementation of managed care contracts throughout the United States while reducing staff by 4% per year. Met performance goals and

objectives throughout this period.

**Chief, Program Administration Division, OCHAMPUS (June 1992 - October 1994)**

Responsible for a staff of 25 civilian Contracting Officer Representatives (CORs) and Alternate Contracting Officer Representatives (ACORs). The Office of Civilian Health and Medical Program for the Uniformed Services (OCHAMPUS), later named the TRICARE Support Office, was responsible for contracting and operational oversight for all purchased health care in the MHS. The incumbent was responsible for the day-to-day performance and management of the dental and medical/surgical contractors. Primary functions were the processing of up to 30 million claims per year and all claims related activity.

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**Chief, Mental Health Program Office, OCHAMPUS (June 1991 - June 1992)**

Responsible for implementation of new mental health contract, including management and oversight for all outpatient mental health treatment plans, pre-admission review and concurrent inpatient hospital review. Range of responsibility included oversight of development of mental health provider participation standards and compliance assurance, onsite evaluations, issuance of termination notices and when necessary, relocation of patients.

**Management positions 1978 - 1991**

Served in increasingly responsible management positions encompassing management analysis, contractor audit, customer service, policy development, and fraud and abuse. Represented OCHAMPUS on national work groups including the National Uniform Billing Committee (NUBC) and the American Medical Association Committee (AMAC).

**Manager, Medicare Part B Claims; Manager, Quality Assurance; Provider Relations Representative**

Served in various management positions for this Medicare Part B contract.

1973 - 1978

Blue Cross Blue Shield  
of Iowa

**Education and  
Training**

B. A. Marketing, Central Missouri State University - 1968

Throughout career, engaged in many courses ranging in subject from Management Development to Procurement Integrity Act Compliance to Federal Contract Law. Noteworthy include:

Bush Administration Briefing – May 2002  
OPM, Washington, DC

Defense Acquisition Executive Overview Workshop – October 2000  
Defense Acquisition University  
Washington, D.C.

Resource Planning and Management – March 1996  
USDA Graduate School  
SES Candidate Development Program  
Washington, D.C.

The Washington Executive Seminar – February 1995  
SES Candidate Development Program  
Washington, D.C.

Sloan Program of Health Services Administration – May 1989  
Department of Human Services  
Cornell University, Ithaca, NY

**References**

Furnished upon request

SUMMARY

A communications and public affairs professional with a proven track record for developing and implementing successful, results-driven communications strategies and programs. Demonstrated expertise to expand public awareness of an organization's issues and actions in television, radio, print and web venues. A strategic problem-solver who devises effective action plans for accomplishing objectives. A skilled and extremely effective spokesperson. A resourceful, enthusiastic leader who motivates teams to exceed expectations.

PROFESSIONAL EXPERIENCE**U.S. DEPARTMENT OF THE INTERIOR****Washington, DC****Assistant to the Secretary & Director of Communications****2001 to Present**

Provide policy and political analysis to the Secretary and her subcabinet and responsible for all aspects of communications from the department. Direct aggressive media outreach program that yields significant success inside and outside The Beltway. Reorganized the Secretary's Office of Communications to highly improve message delivery, media outreach and strategic planning.

- ◆ **Building Support for Key Administration Initiatives:** Designed and implemented multi-faceted communications plans related to the President's National Energy Plan (ANWR), the Healthy Forests Initiative, Water 2025, the park maintenance backlog and various public lands/multiple-use issues. Conceived and organized Earth Day blitzes, featuring the dispersal of the Secretary and a dozen DOI presidential appointees to multiple national locations in order to highlight the Administration's approach toward "New Environmentalism." Events generated broad local print and electronic media coverage. Organized similar blitzes around DOI's FY 2004 budget and National Wildlife Refuge Week.
- ◆ **Improving DOI Messaging:** Created DOI Radio News Service, which has begun to provide news feeds to mainstream radio around the country. Reorganized the Secretary's Office of Communications to provide media support for assistant secretaries' speeches and events (results are unprecedented). Directed more aggressive media outreach by career public affairs directors for DOI's seven bureaus (significant outcome). Initiated complete overhaul and redesign of DOI's Home Page (ongoing).
- ◆ **Image and Earned Media:** Launched aggressive op-ed program, placing dozens of op-eds in major regional and national newspapers, including *The New York Times*, *The Washington Post* and *USA Today*. Successfully obtained favorable editorials in national newspapers. Directed ongoing activities that have placed the Secretary on numerous national television and radio talk programs.

**RUFF CONSULTING****Washington, DC/St. Louis, Missouri****Cohn & Wolfe, Communications/Public Affairs Consultant****1999 to 2001**

Co-director of international public relations campaign designed to build acceptance of the Monsanto Company's agricultural biotechnology products. Provided weekly, on-the-ground counsel to Monsanto senior executives and public affairs staff.

- ◆ **Global Trade Support:** Developed highly successful media strategies to balance opponents' messages and activities during overseas trade policy meetings. Assured balanced coverage of pro-biotechnology positions through on-site news conferences and deployments of industry spokespersons at critical events. Prepared spokespersons and developed key message points. Directed writing and placement of op-eds and letters in influential dailies, including *The Wall Street Journal Europe Edition*, *Los Angeles Times* and *The Times of London*.

- ◆ **Building Third-Party Support:** Implemented aggressive third-party outreach program designed to demonstrate public support for agricultural biotechnology. Worked with scientists, farmers, consumers, think tanks and academics to deliver pro-biotechnology messages through speeches, op-eds, panel discussions, letters-to-the-editor and news conferences.
- ◆ **Crisis Communications:** Formulated strategic and tactical communications and served on crisis teams to address impacts and implications of key issues, including, the "Mad Cow" protein feed scare in Europe, StarLink (taço shells), Bio-Devastation 2000 in Boston and USDA's National Organic Standards Rule.

## NATIONAL RESTAURANT ASSOCIATION

Washington, DC

### Senior Vice President, Communications and Technology

1998 to 1999

Led the highly successful effort to expand the organization's media coverage beyond the trade press into the mainstream media, thereby raising the Association's profile and bolstering awareness of restaurant industry issues and concerns. Developed and/or directed new initiatives to enhance the Association's image, including the highly successful Restaurant Neighbor Award and the NRA/Culinary Institute of America scholarship program. Additionally, oversaw the activities of nine direct reports, a 55-member staff and \$4.9 million budget.

- ◆ **Unprecedented Mainstream Media Coverage:** Developed multiple strategies that delivered outstanding results. 1.) Association executives' public appearances around the nation were for the first time strongly promoted in local media markets. One-on-one radio, television and newspaper interviews were arranged during travels by the CEO as well as the Chairman of the Board. Editorial board meetings were scheduled. 2.) Heavily promoted the Association's research department and its reports, which covered all aspects of the industry, including employment, wages and economic outlook. 3.) Doubled the previous record for media registrations attending the Association's annual convention. **Results:** Association initiatives and research were mentioned on the front page of *The Wall Street Journal* seven times in 12 months. The number of mainstream media articles about the Association increased more than 30 percent.
- ◆ **Enhancing the Association Image:** Developed concept and led negotiations for a scholarship program that paired the Association with the Culinary Institute of America. The program provided \$50,000 in educational scholarships to high school seniors and to individuals already working in the industry. Considerable interest in the Association and the restaurant industry was generated as prospective applicants learned of the scholarship opportunities from high school guidance counselors or from the local media or trade publications.
- ◆ **Creating Benefits for Association Members:** Hired a full-time community relations manager to strengthen the Association's outreach efforts. Established the Restaurant Neighbor Award in 1999, creating a program that recognized individual and multi-unit restaurant operators' initiatives designed to support their local communities. Association board members still praise this as one of the best programs ever undertaken by Association staff.

## THE OFFICE OF SENATOR KAY BAILEY HUTCHISON

Washington, DC

### Communications Director

1997 to 1998

Responsible for advising the Senator on all media matters. Serving as the Senator's spokesperson, developed highly successful strategies and tactics for increasing coverage at the state and national levels. As a member of the senior staff, also contributed to the Senator's legislative and policy agenda.

- ◆ **Increase of Television and Radio Appearances:** Identified every station that received CSPAN-II (the cable channel that carries live U.S. Senate floor deliberations), and created a "blast" fax system to notify each station's news director of the time and subject of the Senator's upcoming floor speeches. Many stations began producing stories from the speeches, using sound from the floor remarks or calling to request live interviews.
- ◆ **Growth of Print Media Visibility:** Significantly increased the number of op-eds written and placed in the Texas dailies and the national media. Further, the Senator's op-eds appeared for the first time in *The New York Times* and *The Washington Post*. Arranged one-on-one, on-the-record and background breakfasts with nationally syndicated columnists. The outcome of these meetings was a strengthening of relationships with opinion leaders and increased coverage of the Senator.

## THE OFFICE OF SENATOR JOHN WARNER

Washington, DC

Press Secretary

1995 to 1997

Served as the Senator's spokesperson, coordinating communications planning and execution. Significantly increased pro-active outreach to the media. Also served as spokesman for the Rules Committee, chaired by Warner, and was responsible for all media liaison and interviews during the extremely controversial Louisiana Senate election outcome between Republican Woody Jenkins and Democrat Mary Landrieu.

- ◆ **Enhancement of Radio Exposure:** Developed strategies to increase the Senator's radio coverage. Visited several news radio stations in Virginia's largest markets in order to establish rapport and discuss the Senator's availability. Organized regular statewide radio news teleconferences. Developed a statewide radio fax list and sent news releases to stations on a regular basis. As a result, radio interviews with the Senator increased significantly.
- ◆ **Restructuring of the News Release Writing Process:** Changed the practice of single, "laundry list" press releases that listed multiple programs or announcements and delivered instead several releases targeted to specific communities and regions. This approach increased press release pick-up and generated many interview opportunities, particularly in newspapers and local radio stations that had not regularly covered the Senator.

## RUFF CONSULTING

Washington, DC

Public Affairs Consultant

1993 to 1995

Provided consulting services for public relations and public affairs companies. Wrote strategic communications plans, business proposals, as well as news releases, op-eds and letters to the editor. On behalf of a national trade association, directed a grass roots campaign, managing daily operations, recruiting participants and traveling to various states.

- ◆ **Grass Roots Campaign:** Managed a grass roots campaign that brought more than 100 women from the mining industry to Washington in order to lobby members of Congress against mining legislation. Targeted members, arranged meetings and compiled all fact sheets/briefing books used during the visits.
- ◆ **Key Contributions to Health Care Legislation Launch:** On behalf of the Republican Policy Committee, drafted a communications plan that was used to unveil health care legislation. Wrote and placed an op-ed in *The Wall Street Journal* and organized a press breakfast attended by health care reporters representing most of the national newspapers, including *The New York Times* and *The Washington Post*.

ADDITIONAL EXPERIENCE

U.S. DEPARTMENT OF COMMERCE, Washington, DC. **Director of Public Affairs, Office of the Secretary**, 1992 to 1993. Served as the principal advisor to the Commerce Secretary for all matters related to the media, and acted as the on-the-road media liaison. As a member of her core advisors, provided the Secretary with political and strategic advice.

U. S. DEPARTMENT OF AGRICULTURE, Washington, DC. **Deputy Director of Public Affairs, Deputy Press Secretary and Deputy Director of the Office of Publishing and Visual Communications**, 1990 to 1992. Served as the Department spokesman for the Iraq-BNL loan scandal, addressing all media inquiries on a daily basis. Improved the quality of the news releases, specifically in the areas of delivery timeliness and writing style. Directed the implementation of the broadcast fax system and the fax-upon-demand system.

ERIC RUFF PUBLIC RELATIONS, Reno, Nevada. **Owner**, 1989 to 1990. DRGM ADVERTISING, Reno, Nevada. **Director of Public Relations, Senior Account Supervisor**, 1987 to 1989. CAMPAIGN TO RE-ELECT ATTY. GEN. BRIAN MCKAY, Reno, Nevada. **Campaign Manager**, 1986. OFFICE OF SENATOR TED STEVENS, Washington, DC. **Legislative Assistant**, 1985 to 1986

REPUBLICAN NATIONAL COMMITTEE, Washington, DC. **Deputy Director of Communications, Director of Publications**, 1984 to 1986. DONREY MEDIA GROUP, Washington, DC. **Bureau Chief, Regional Reporter**, 1980 to 1984 and 1975 to 1979. CONGRESSIONAL QUARTERLY, Washington, DC. **Capitol Hill Reporter**, 1979 to 1980. THE SOUTHWEST TIMES RECORD, Fort Smith, Arkansas. **Reporter**, 1974 to 1975

**EDUCATION**

Master of Special Studies, Legislative Affairs, 1982  
George Washington University, Washington, DC

Bachelor of Arts, Journalism, 1974  
Bachelor of Science, Political Science, 1974  
University of Missouri, Columbia, Missouri

**COMMUNITY INVOLVEMENT**

Arlington County Little League Baseball, former Coach, Triple-A  
Key Elementary School, K-2 Curriculum Advisory Committee

**Office of the Secretary of Defense****Chief of Staff, Office of Asian and Pacific Affairs****2005-2006**

Managed all operations and policy issues for Deputy Under Secretary of Defense for Asian and Pacific Affairs. Represented and spoke for office on all issues, including briefings at all levels of the Department of Defense, up to and including the Secretary of Defense and within the USG executive and legislative branches. Was Department lead at 5<sup>th</sup> round of the Six-Party Talks in Beijing. Coordinated Southeast Asian issues, including bilateral assistance, policy towards regional/multilateral groupings, and maritime security.

**US Department of State****Member, Policy Planning Staff****2003-2005**

Coordinated and evaluated State Department policy for political-military affairs, counterterrorism policy and Asia-related issues directly for the Secretary of State. Provided independent advice, long-term planning and policy recommendations to Secretary. Worked directly with Assistant Secretaries for East Asia and Pacific Affairs and Political-Military Affairs to develop policy advice and implementation options to be presented to the Secretary. Principle outside reviewer and support for the Deputy Secretary for Mission Performance Plans and Bureau Performance Plans for East Asian nations.

**Office of the Secretary of Defense****Director for Maritime Southeast Asia****1999-2003**

Managed bilateral and multilateral security relations between the US government and nations of the Philippines, Indonesia, Malaysia, Singapore, Brunei and East Timor. Developed policy directly for senior Defense Department officials on military relations. Managed programs administered by multiple US government agencies, including yearly appropriations of over \$30 million dollars. Managed both internal defense Country Team and policy actors including US Pacific Command, Defense Security Cooperation Agency, and the Military Services.

**Office of the Secretary of Defense****Senior Assistant for Strategy Development****1993-1999**

Developed and monitored implementation of US defense strategy that guided force management, budgets and acquisition decisions for US military. Authored key sections of the 1993 Bottom-Up Review, 1997 Quadrennial Defense Review and 1994-1998 Annual Reports to Congress. Led staff analysis of Asia-related defense strategy and overseas basing issues. Conducted analysis of peacekeeping operations, leading to creation of presidential guidance on managing such operations and a training program for National Security Council staff, and the Departments of State, Defense, Justice, and the Agency for International Development.

**EDUCATION****Columbia University, School of International and Public Affairs**

Master of International Affairs, May 1991

**Swarthmore College**

Bachelor of Arts, Social Sciences conferred with High Honors, June 1989

**Additional Coursework/Training**

Multiple government and private sector courses on Leadership; Project Management; Financial Management

Michael Schiffer

(b)(6)

### Professional Experience

***The Stanley Foundation***, Muscatine, Iowa, 2006 to 2009.

**Program Officer.** Responsible for project conceptualization and development of research, publication and meetings program on US national security and Asia-Pacific issues for nonpartisan private operating foundation, including management of multi-million dollar budgets and international research staff and consultants, and all phases of project implementation. Programming includes projects and publications on US policy towards China and other “rising powers”; US-China-Japan trilateral relations; America’s global role; North Korea; new power dynamics in Southeast Asia; US nuclear policy and posture; and Asian architecture.

***Council on Foreign Relations***, Tokyo, Japan, 2004 to 2005.

**International Affairs Fellow in Japan.** Selected by the Council on Foreign Relations to spend a year in Japan conducting research on the Asia-Pacific strategic environment and regional political and security issues, including U.S.-Japan relations; changing Japanese perceptions of East Asia; China; North Korea; and regional nuclear proliferation issues. Visiting Research Fellow at the National Institute for Defense Studies, the research arm of the Defense Agency of Japan.

***United States Senator Dianne Feinstein (D-CA)***, Washington, DC, 1995 to 2004.

**Legislative Director, 2002-2004.** Managed 25-person legislative staff, directed the development and implementation of Senator’s legislative and policy agenda, served as senior national security policy advisor and also advised Senator on a broad range of federal, state, and local policy issues. Represented the Senator in negotiations with other Congressional offices, Executive branch agencies, state and local governments, businesses and interest groups. Supervised drafting of legislation, materials for floor debate and Committee hearings and drafted policy and briefing memorandum, speeches, articles and op-eds. Extensive travel both with Senator and congressional staff delegations overseas.

**Legislative Assistant, 1995-2001.** Served as foreign policy, trade, national security, budget, tax, and economic policy advisor.

***Center for War, Peace, and the News Media, New York University***, New York City, 1989-1993.

**Director, International Security Programs, 1991-1993.** Head of Washington, DC office of university-based think tank; managed research, conference, briefing, and publication programs on European and Pacific Rim security issues, U.S. foreign policy, nuclear and conventional weapons proliferation, the former Soviet Union, and other international issues. Analyst, 1989-1990.

## Education

**New York University.** New York City. Department of Politics, New York. Concentration in American Politics, International Affairs, and Political Methodology. PhD. Dissertation Defense, October 1995. M.A., October 1991.

**London School of Economics.** London. Department of Government, London. Concentration in the politics and government of Russia. M.Sc., September 1988.

**Georgetown University.** Washington, DC. Double major in history and political theory. AB, May 1987.

## Publications

Authored book chapters, articles, and op-eds, including those published in: *The New York Times*; *Los Angeles Times*; *International Herald Tribune*; *San Francisco Chronicle*; *Washington Times*; *Minneapolis Star-Tribune*; *Des Moines Register*; *Far Eastern Economic Review*; *Arms Control Today*; *PacNet*; *Journal of International Affairs*; *Powers and Principles: International Leadership in a Shrinking World* (co-editor; Lexington Books); *Bridging the Foreign Policy Divide* (Routledge); *Encyclopedia of Arms Control and Disarmament* (Charles Scribner's Sons); *Beyond the Cold War: Soviet and American Media Images* (Sage); *Nuclear Times*; and *World Observer*, among others.

## Selected Professional Activities

Defense Transformation Fellow, Center for National Policy (2008);  
Member, US-Japan Policy Task Force, Center for New American Security (2008);  
Policy Coordinator, Asia Policy Group, and member, Nuclear Weapons and Non-Proliferation Group,  
Outside Policy Advisor to campaign, Obama for America (2007-2008);  
Member, International Institute of Strategic Studies (2006- );  
Co-Founder, and Member, Iowa Chapter, National Security Network (2006- );  
Fellow, Center for Asian and Pacific Studies, University of Iowa (2006-2008);  
Member, National Committee on North Korea (2006- );  
Member, Working Group on North Korea, The Atlantic Council (2006-2007);  
Member, China Task Force, Center for American Progress (2005-2006);  
Co-Director, US-Japan-China Trilateral Relations Study Group (2005);  
Member, Kerry-Edwards 2004 presidential campaign East Asia Policy Team (2004);  
Member of the Advisory Board, Aspen Institute Middle East Strategy Group (2004);  
Director, Senate Nonproliferation and Nuclear Weapons Policy Working Group (2004);  
Selected Participant, Friedrich Ebert Stiftung Global Atlanticists Program (2003-present);  
Member of the East-West Center's Congressional Asian Security Issues Working Group (2003-2004);  
Staff designee for Chair and Vice-Chair, Congressional Study Group on Japan (2000-2004);  
Member, Council on Foreign Relations Congressional Staff Roundtable (2002-2004);  
Adjunct Professor, Department of Politics, George Washington University, (1992-1994); and,  
Manager, Poipu Bed and Breakfast Inn, Poipu Beach, Kauai, Hawaii (1994).

### CURRENT EMPLOYMENT

#### Naval Postgraduate School, Monterey, Calif. (Aug. 2003-Present)

- ◆ Assistant Professor, Department of Defense Analysis / Associate, Center for Terrorism and Irregular Warfare
- ◆ Expert member, Baker-Hamilton Commission, a.k.a. the Iraq Study Group (2006-2007)
- ◆ Consultant in Iraq to U.S. Central Command & Multi-National Force-Iraq commanders on strategy, intelligence architecture, counter-insurgency operations (Jan.-Feb. & Oct.-Nov. 2004, July-Aug. 2005, Dec. 2005, Nov. 2006)
- ◆ Expert witness to U.S. Congress on training of Iraqi security forces (Apr. 2005)
- ◆ Author, "Counter-Insurgency Operations," (UNCLAS), Multi-National Force-Iraq Campaign Plan (Nov. 2004)
- ◆ Principal reviewer & contributing author, U.S. Army & Marine Corps Field Manual 3-24 *Counterinsurgency Operations* (2006)
- ◆ Associate, American Enterprise Institute "Land Power Project"

### MEDIA EXPERIENCE

- ◆ Commentator on PBS *Newshour*, CNN & CNNi, NPR, BBC, ABC *World News Tonight*, C-SPAN, etc. (Present)
- ◆ Consultant to *New York Times*, *Washington Post*, *Los Angeles Times*, etc., on Iraq and Afghanistan (Present)

### EDUCATION

- ◆ Ph.D., American Diplomatic History, Harvard University, Cambridge, Mass. (2002)
- ◆ A.M., History, Harvard University, Cambridge, Mass. (1994)
- ◆ M.M.A.S., (Military Art & Science), U.S. Army Command & General Staff College, Ft. Leavenworth, Ks. (1992)
- ◆ B.A., *cum laude*, English, The Citadel, Charleston, S.C. (1975)

*Ph.D. Dissertation Title:* "The Evolution of U.S. Military Strategy in the Central American Campaign, 1979-1991."

*M.M.A.S. Thesis Title:* "Resettlement in Civil Wars: Population Relocation in Counter-Insurgency Operations."

### SPECIAL OPERATIONS EXPERIENCE

#### U.S. Special Operations Command, Ft. Bragg, N.C. (2002)

- ◆ Consultant to Campaign Support Group

#### U.S. Embassy-San Salvador (U.S. Military Group), El Salvador (1989-1990)

- ◆ Advisor in capital and western military zones, Salvadoran Civil War
- ◆ Human Rights investigation and enforcement
- ◆ Counter-mine measures and combat testing
- ◆ Civic action, refugee support and humanitarian assistance

#### 7th U.S. Army Special Forces Group, Ft. Bragg, N.C., and Latin America (1987-1989)

- ◆ Special Forces detachment & company commander
- ◆ Special reconnaissance / combat operations, Panama
- ◆ Show-of-force deployment, Honduras
- ◆ Drug interdiction, Costa Rica / U.S. Border Patrol on Texas-Mexican border
- ◆ Humanitarian assistance and bridge construction, Bolivia
- ◆ Attached to *9a Brigada de Fuerzas Especiales Ecuatoriana*, Ecuador

#### 2d Ranger Battalion, Ft. Lewis, Wash. (1977-1979)

- ◆ Ranger company fire support officer

#### U.S. Army Training and Doctrine Command, Ft. Monroe, Va. (1997-1999)

- ◆ Special Operations Representative, "Army After Next / Army Transformation" Project,
- ◆ Member, U.S. Special Operations Command Future Concepts Working Group, MacDill A.F.B., Fla.

#### Additional Assignments:

- ◆ 82d Airborne Division, Ft. Bragg, N.C. (1975-1977)
- ◆ 2d Infantry Division, Oujungbu, Korea (1981-1983)
- ◆ 11<sup>th</sup> Armored Cavalry Regiment, Bad Hersfeld, Germany (1983-1986)

# KALEV I. SEPP

(continued)

## ACADEMIC EXPERIENCE

Naval Postgraduate School, Monterey, Calif. (Aug. 2003-Present)

- ◆ Assistant Professor, Department of Defense Analysis
- ◆ Courses taught include: "American Small Wars," "History of Special Operations," "Military Classics"
- ◆ Research includes: Counterterrorism Strategy, Unconventional Warfare, Stability Operations
- ◆ Finalist, 2006 Schieffelin Award for Excellence in Teaching (top 5% of faculty as voted by students)

Harvard University, Cambridge, Mass. (1999-2001)

- ◆ Resident Scholar in History, Eliot House
- ◆ Winner, 2000 Heimert Award for Excellence in Teaching

U.S. Military Academy, West Point, N.Y. (1994-1997)

- ◆ Chief, International Division, Department of History, & Assistant Professor of History
- ◆ Courses taught include: "Insurgencies and Guerrilla Wars Seminar," "International History," "Military History," "Leadership," "Infantry Tactics," "Honor Code," "Senior Thesis in History"

## SELECT PUBLICATIONS

"Best Practices in Counterinsurgency," *Military Review* (May-June 2005). Published in English, Arabic, Spanish, and Portuguese.

*Weapon of Choice: U.S. Army Special Operations in Afghanistan*, with R. Kiper, J. Schroder, C. Briscoe (Fort Leavenworth: CGSC Press, 2004).

Forward to *Counter-Guerrilla Operations; the Philippine Experience* (New York: Greenwood-Praeger, 2006)

"Case Study: The Maoist Insurgency in Nepal" (RAND, 2003).

"Uprising at Qala-i Jangi," "Armed Convoy to Kabul," "The Campaign in Transition," "'Deminimus Activities' at the Bagram Clinic," "Change of Mission," "Meeting the 'G-Chief,'" *Special Warfare* (Fall 2002).

"The Renaissance Force," with Brig. Gen. R.W. Potter, Jr., chapter in *Leadership: The Warrior's Art* (Carlisle: Army War College Foundation Press, 2001).

"Die atomare Vision. Der Einfluß von Nuklearwaffen auf die Führung der US Army 1952 bis 1958," chapter in *Fuehrungsdenken in europaeischen und nordamerikanischen Steitkraeften im 19. und 20. Jahrhundert*, trans. Gerhard Gross (Berlin: MGFA, 2001).

## SELECT PAPERS

"Leaving to Win? The U.S. Strategic Choice in Iraq," Johns Hopkins School of Advanced International Studies Conference on Iraq, Washington, D.C., 2 November 2005.

"The Role of Counterinsurgency Today," Society for Historians of American Foreign Relations, College Park, Maryland, 25 June 2005.

"Nepal: The Maoist Insurgency and U.S. Options," U.S. Special Operations Command-Pacific International Conference, Honolulu, Hawaii, 17 February 2004.

"Making Strategy Without Policy: Gen. Wallace Nutting and the Central American Campaign of the Cold War, 1979-1983," Society of Military History Conference, Quantico, Virginia, 30 April 2000.

"Finding the Kamikazes: The Utility of Wargaming in Concept Development and Long-Range Planning," U.S. Special Operations Command Strategic Planning Seminar, MacDill Air Force Base, Florida, 21 June 1998.

## SELECT AWARDS

- ◆ United States Army Combat Infantryman's Badge
- ◆ Department of the Navy Superior Civilian Service Medal

(b)(6)

## JOHN ARTHUR SHAW

(b)(6)

### SUMMARY

- Exceptionally well developed analytical skills and critical capabilities in economic, financial, and management fields.
- Demonstrated management skills at senior executive level across a spectrum of organizations from focused team projects and research institutes to private international corporations and government departments.
- Broad knowledge of international, economic, political, social, and financial affairs, with particular expertise on Europe, the Middle East, and Asia.
- Superlative written and verbal skills. (b)(6)
- Extensive experience dealing with senior international corporate and governmental executives, and consequent broad network of contacts in that arena.

### EDUCATION

#### Cambridge University (Magdalene College)

Ph.D., 1972  
M.A., 1967  
B.A. (Cantab.), 1964

#### Williams College

A.B. 1962

#### Harvard Business School, Advanced Management Program, 1977

### EXPERIENCE

#### American Overseas Clinics Corporation (AOCC), Baltimore, MD and Washington, D.C.

*President.* AOCC is a joint venture with Johns Hopkins Healthcare, Inc. to create a variety of for-profit diagnostic clinics tied in telemedically to Hopkins in up to 50 countries around the world. Responsible for drawing up business plan for initial clinic in Manila together with prototype for subsequent clinics in Bombay and Shanghai; developing capitalization for both parent company and initial clinic; establishing requisite client base of executives for Manila site; and developing administrative structure and personnel for on-site clinics and U.S. coordinating base. (1998 - Present)

#### Cambridge Consulting Group, Washington, D.C.

*Managing Director.* International trade and development consultants. Projects have included revision of Export Administration Act controlling chemical and high-tech U.S. exports; passage of North American Free Trade Agreement; restructure and implementation of Saudi Arabian offset investment program; development of strategy and funding for bilateral and multilateral assistance to Palestinian Authority; technical assistance to create local government and fiscal structure in Gaza and West Bank; strategy and negotiations with 14 countries ranging from Morocco to Indonesia for satellite communications licenses; marketing surveys of medical services possibilities and patient base in Egypt, Philippines, India, China, Thailand, and Korea. Adjunct Senior Fellow at Center for Strategic and International Studies. (1993 - 1998)

**EXPERIENCE**  
(continued)**U.S. Department of Commerce, Washington, D.C.**

*Associate Deputy Secretary.* Acted as an alternate deputy to the Secretary and Chief Operating officer for the department, comprising 9 principal agencies, 34,000 employees, and a budget of \$4.8 billion. Responsibilities included oversight of departmental budget development and MBO process; the international technology transfer and licensing process; the 1990 census and the revamping of the Economic and Statistical Administration; the computerization of the Patent and Trademark Office and the National Trade Data Bank; international trade development, with an emphasis on European Community regulations and relations on the one hand and APEC countries on the other; enhancement of U.S.-Middle Eastern trade in wake of the Gulf War; and the improvement of U.S. competitiveness worldwide; senior member of trade/technology missions to Japan, Korea, Thailand, and China; extensive speechmaking and Congressional liaison. (1989 - 1993)

**Hudson Institute, Washington, D.C.**

*Vice President and Director of Washington Operations.* Responsible for Washington arm of Indianapolis think tank comprising 70 full time professionals and the management of Center for Naval Analyses with 450 employees. Hudson Institute traditionally has specialized in multi-disciplinary, future oriented research, with a focus on national security and international economic concerns. Headed task force evaluation of Agency for International Development (1988) analyzing AID's policies or programs in light of changing world economic and trade patterns. (1987 - 1989)

**Saint Phalle International Group (SPI), Washington, D.C.**

*Managing Partner* in an international merchant banking and consulting firm specializing in trans-border mergers and acquisitions, and providing management consulting services in the areas of trade, privatization, multinational investment and finance, government regulation and licensing. Acquired, ran, and then sold Business Computing International, a public corporation selling virtually the entire range of business and educational software, hardware, and services in the Middle East and Indian subcontinent, and possessing the best Arabic programming capability in existence. Taught (1984-86) courses on Oil and Development in the Middle East at Georgetown, Williams, and Yale. (1984 - 1987)

**Center for Strategic and International Studies (CSIS),  
Georgetown University**

*Senior Fellow in Middle Eastern and International Business Affairs.* Responsible for providing current political, economic and strategic assessments of Middle East and North African developments for the senior management of CSIS corporate clientele; Directed (1980-82) the CSIS Saudi Arabian Project: Responsible for developing, funding, and producing the most comprehensive assessment available of the implications of Saudi Arabian modernization. Performed extensive Middle East consulting for a cross-section of major corporations, both foreign and domestic, in the energy, defense and chemical/pharmaceutical industries. (1980-1984)

**EXPERIENCE**  
(continued)**Booz, Allen and Hamilton International, Washington and Riyadh**

*Vice President and Team Leader, Jubail and Yanbo Project, Kingdom of Saudi Arabia.* Booz, Allen was tasked with the development of organization and management plans for every institutional aspect of two industrial cities being built in Saudi Arabia. The cities represented an outlay of 142 billion dollars and contained a population of 200,000 each by the year 2000. Responsible for running a team of 30 professionals and for developing plans for all the regulatory functions ranging from customs and immigration to commercial, industrial and financial operations within the cities. These plans reflected world-wide best practice and included all manpower, training, cost and budget, and implementation needs of the cities. Together the cities constituted the largest single development project in the world. (1978 - 1980)

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

*Assistant Secretary of State, Inspector General of Foreign Assistance.* With a professional staff of fifty, I had the responsibility to oversee the efficiency of the entire American economic aid program and foreign military sales totaling 17 billion dollars. Major successes during my tenure included the first comprehensive review of foreign military sales policy, demonstrable savings of \$140 million, and a simultaneous reduction in office staff and budget. (1975 - 1977)

**The White House, Washington**

*Associate Director, Presidential Personnel Office.* Was responsible for the control of Presidential appointments throughout 25% of government (the Economic and Financial Resources sector that included Treasury, Commerce, Federal Reserve, World Bank and IMF, Export-Import Bank, OPIC and AID). Responsible for the recruitment, screening, and recommendations of candidates to the President. This function required considerable assessment of the policy implications of the appointments. (1974 - 1975)

**Government Research Corporation; Washington**

*Vice-President for Corporate Research.* Responsible for the reorganization, management and marketing of the *National Journal* magazine's National Policy Forum, a comprehensive monitoring and forecasting service focused on Federal policy as it affects major corporations. Client group comprised 40 corporations, including most of the principal energy companies. Responsibilities included coordinating a staff of 70 to assure a flow of accurate and timely information to our client corporations and for the development of a joint venture with a major New York bank to provide similar monitoring for major European corporations and foreign governments. (1972 - 1974)

**Cambridge University, Williams College, and Institute des Sciences Politiques**

*Lecturer in European History.* Taught courses in European diplomatic and economic history, energy and development economics, and international trade policy. Also engaged in a series of successful ventures in oil/gas exploration and development drilling. (1967 - 1972)

**PUBLICATIONS**

*Saudi Arabian Modernization: The Impact of Change on Stability* (Prager, 1982)  
*Vergennes, the Rhine, and the Principalities of Germany* (Cambridge, 1976)

**POLITICAL  
EXPERIENCE**

- 1972: Executive Assistant to the Chairman, European Republican Committee, Presidential Election.
- 1973: Finance Chairman and Campaign Coordinator, 1<sup>st</sup> Congressional District of Maryland, Special Primary and General Elections to fill House vacancy.
- 1974 - 1976: Finance Chairman, 1st District of Maryland; Coordinator of Senatorial Campaign, 1974.
- 1977: Maryland State Campaign Chairman.
- 1978: Campaign Chairman, Bauman for Congress (1st District of Maryland).
- 1979 - 1980: Member, RNC Advisory Commission on National Security and Foreign Affairs: Middle East Subcommittee.
- 1980: Charter Member, Marylanders for Reagan Committee; Member, Transition Trust Personnel Effort: As part of campaign planning effort drew up comprehensive assessments, position descriptions, and priorities for all Departments in the Human Resources segment of government and for the Department of State.
- 1981: Presidential Transition - Was Director of Personnel for Department of Education, responsible for all appointments for its restructuring; acted in advisory role for Departments of HHS, HUD, Labor, State and AID.  
 Was Specialist in White House Personnel for D.Ed., then White House Liaison at Department of State. (Feb. - June 1981)
- 1982: Finance Chairman, Hopkins for Congress Committee, First District of Maryland
- 1984: Member, National Advisory Council, Businessmen for Reagan-Bush '84.
- 1988: Chairman, Maryland Bush/Quayle Committee; Member, National Finance Committee.
- 1989: Presidential Transition - Director of Transition for Department of Commerce; Advisor to Presidential Personnel for Departments of State, Defense, AID, USTR.
- 1996: Dole/Kemp Presidential Campaign: Policy Division
- 2000: Bush-Cheney volunteer at Convention and in S.E. Pennsylvania. Bush loyalist and supporter since 1972.
- Consistent conservative involvement in Eastern shore and Maryland Republican politics for two decades.
  - Family controlled or strongly influenced Pennsylvania Republican politics for over thirty years. Elective positions held ranged from municipal and state offices to the Congress and United States Senate.

**Mitchell Everett Shivers**

(b)(6)

***Professional Experience***

**2004 – 2005**

**Senior Advisor and Economic Chief, Afghanistan Reconstruction Group (ARG), U.S. Department of State, U.S. Embassy, Kabul**

Served, for one year, as principal economic advisor to Special Presidential Envoy and U.S. Ambassador to Afghanistan, Zalmay Khalilzad, and his successor, Ambassador Ronald E. Neumann. Headed a team of ARG senior advisors for economics and finance, agriculture, natural resources, private sector development and privatizations. Served as a key advisor to the Afghanistan Ministers of Finance, Economy and Commerce and led a variety of important international initiatives for the US and Afghanistan governments. (b)(6)

(b)(6)

Kabul based.

**2001 – 2004**

**Advisor, Private Investor**

**1993 – 2001**

**Managing Director, Merrill Lynch & Co. Inc.**

Head, Global Public Credit Origination (responsible for Merrill's global investment banking relationships with sovereign governments, federal agencies and international financial institutions). New York based.

Head of global preparations, across all business lines, for business and operational transition in anticipation of European Monetary Union. London based.

**Mitchell Shivers...p. 2**

President and Chief Executive Officer of Merrill Lynch's leading joint-venture investment bank in Jakarta, Indonesia. Played key role in equity privatization of Indonesia's largest enterprises (and largest to date, non-Japan, Asian IPOs) and development of local equity and debt capital markets. Member, Jakarta Stock Exchange. Jakarta based for three years (1995-1998).

**1991 - 1993**

**Private Investor**

**1985 - 1991**

**President and Chief Executive Officer, Kleinwort Benson Government Securities Inc. (and its successor firm Fuji Securities Inc.) and Kleinwort Benson Inc.**

Responsible for Kleinwort Benson's U. S. based investment securities businesses. Board Member, Kleinwort Benson, London (Britain's largest merchant bank). Personal Member, Primary Dealers' Committee, Public Securities Association; Member, NYSE; Member, Chicago Board of Trade; Member, Chicago Mercantile Exchange; Principal, NASD; Board Member, GOVPX. New York and Chicago based.

**1984 - 1985**

**Limited Partner, L.F. Rothschild, Unterberg, Towbin**

Global responsibility for international debt security products. New York based.

**1981 - 1984**

**Executive Director, Samuel Montagu & Co. Limited.**

Member of the global Board, the Management Committee and Deputy Head of International Capital Markets Division for Britain's third largest merchant bank. Board member of American, Kuwaiti and Swiss banking subsidiaries. London based.

**Mitchell Shivers...p. 3**

**1973 – 1981**

**Vice President, Merrill Lynch & Co. Inc.**

Head of International Debt Securities in New York with responsibilities for the Americas. Vice President and Head of the Asian Currency Unit for Merrill Lynch International (Asia) in Singapore in 1977 and 1978.

***Military Experience***

**Infantry Officer, United States Marine Corps, 1970-1973, resigned with rank of Captain, combat veteran.**

***Education***

**New York University, Graduate School of Business Administration, International Finance.**

**B.S., Business Administration, Monmouth University, 1970. *Distinguished Alumnus Award 1986***

**Member, New Jersey Commission on Higher Education, appointed by Governor Christine Todd Whitman, 1994.**

***Professional Affiliations***

**Board Member, International Securities Markets Association (ISMA), Zurich, Switzerland (elected by ISMA's 500+ international member firms to a three year term – 2000-2003).**

**Member – NYSE (CEO of Kleinwort Benson subsidiary during bank's application for membership); NASD; CBT; CME; AIBD; PSA; JSE; two expert panels for the European Commission (1998) on integrating national financial markets and pan-European regulatory reform.**

**Licenses – previously held all principal US securities licenses (equity, commodity and supervisory).**

**Mitchell Shivers...p. 4**

***Appointments, Awards and Recognition***

**Recipient of Presidential Award for Excellence from President Hamid Karzai, Islamic Republic of Afghanistan, 2005**  
**Secretary of Defense Medal for Outstanding Public Service, U.S. Department of Defense, 2006 (presented by Secretary Rumsfeld)**  
**Vice Chairman, Board of Trustees, New Jersey Cultural Trust (appointed by Governor Christine Todd Whitman).**  
**Honor Graduate, U.S. Marine Corps, The Basic School, 1971**  
**Member, The Guild of International Bankers, London**  
**Trustee, Finance Chair, Board of Trustees, Monmouth University**  
**Distinguished Alumnus Award, Monmouth University, 1986**  
**Founder and Past Chairman, Barnegat Bay Charities Inc., 2002**  
**Distinguished Service Medal, State of New Jersey, 2002**  
***Who's Who in America, 2007, Marquis***  
***Who's Who in the World, 2007, Marquis***  
***Who's Who in Finance and Industry, 2007, Marquis***

**Abram N. Shulsky**  
**Curriculum Vitae**

Personal

(b)(6)



Education

**University of Chicago**

M.A. in political science, 1966

Ph.D. in political science (economics minor), 1972

Fields of concentration in political science:

American politics: parties, interest groups, public policy

Constitutional law

International relations: international systems, diplomatic history

Political philosophy: ancient, medieval, modern political thought

Outside (minor) field:

Economics: price theory, national income theory

Doctoral dissertation:

Topic: "The 'Infrastructure' of Aristotle's Politics" An examination of the role of Aristotle's economic views in his political thought

Chairman: Dr. Leo Strauss

**Cornell University**

B.A., distinction in all subjects, mathematics major, 1964

Work Experience

Senior Advisor to the Under Secretary of Defense for Policy, Office of the Secretary of Defense, October 2001 to present

Consultant on national security affairs, RAND Corporation, May 1993 to October 2001

Deputy for Asia and Defense Strategy (after June 1992) and Director, Atlantic-Pacific Issues

(through June 1992), Office of Policy Planning, Office of the Secretary of Defense, May 1991 to May 1993

Preparation of policy papers on a wide range of issues dealing with defense and national security issues.

Senior Fellow, National Strategy Information Center, Washington, D. C., January 1986 to May 1991

Writing book on major issues in the field of intelligence.

Acting Representative of the Secretary of Defense to the Nuclear and Space Talks (Defense and Space Group), Geneva, Switzerland, January 1987 to March 1987

Member of U.S. Delegation to the Nuclear and Space Talks with the Soviet Union, assigned to group dealing with Defense and Space issues.

Visiting Professor, Committee on Social Thought, and Senior Fellow, John M. Olin Center, University of Chicago, January 1985 to December 1985

Courses on Intelligence and National Security, Arms Control, The Media and the American Political System.

Director, Strategic Arms Control Policy, Office of the Secretary of Defense (OSD), August 1982 to January 1985

Directed office responsible (within OSD) for formulation of policy with respect to Strategic Arms Reduction Talks and deliberations of the Standing Consultative Commission concerning compliance with existing strategic arms agreements.

Minority Staff Director, Select Committee on Intelligence, U.S. Senate, January 1981 to August 1982

Co-directed (under the Staff Director) the work of the Committee's essentially bi-partisan staff.

Professional Staff, Select Committee on Intelligence, U.S. Senate, July 1977 to January 1981

Staff assistant to Senator Moynihan (D.-N.Y.) with respect to work of the Select Committee on Intelligence

Political Analyst, Center for Naval Analyses, July 1974 to July 1977

Papers on the political use of naval forces in the September 1970 Jordanian crisis, on the Soviet perception of the strategic arms race, on naval planning. Co-author of Soviet Naval Diplomacy. In non-defense-related work, case study on the termination of government programs.

Assistant Professor of Politics, Catholic University of America, 1972 to 1974

Courses on political theory, liberalism, American political science as a discipline.

Assistant Professor of Government (visiting), Cornell University, 1968 to 1970

Courses on political theory, including seminars on Aristotle, Hobbes, Spinoza, Adam Smith

Part-time teaching positions; summer jobs as actuarial trainee and computer programmer

### Other Experience

Treasurer and Member of Investment Committee, Telluride Association  
Member of committee responsible for investing trust fund (approximately \$9 million) of the Telluride Association, an education trust fund based in Ithaca, N.Y.

### Research Skills

(b)(6)

Computer Programming (APL, Basic, Pascal)

### Publications

Patterns in China's Use of Force (with Mark Burles) (RAND, 2000)

Deterrence Theory and Chinese Behavior (RAND, 2000)

The Virtual Corporation and Army Organization (with Francis Fukuyama) (RAND, 1997)

"The Future of U.S. Intelligence," (with Gary J. Schmitt) (National Strategy Information Center, Working Group on Intelligence Reform, 1996)

Silent Warfare: Understanding the World of Intelligence (McLean, VA: Brassey's (US), 1991)

"The Concept of Private Property in the History of Political Economy" in From Political Economy to Economics ... And Back?, James H. Nichols, Jr. and Colin Wright, eds., (San Francisco: Institute of Contemporary Studies Press, 1990)

"The 'Infrastructure' of Aristotle's Politics: Aristotle on Economics and Politics," in Essays on the Foundations of Aristotelian Political Science, Carnes R. Lord and David K. O'Connor, eds. (Los Angeles and Berkeley: University of California Press, 1991)

"The Theory and Practice of Separation of Powers: The Case of Covert Action" (with Gary J. Schmitt) in The Fettered Executive (Washington: AEI, 1989)

"The Iran-Contra Affair and the Intelligence Oversight Process" in Houston Journal of International Law, vol. 11, #1, 1988

"From 'Arms Control' to Arms Reductions: The Historical Experience" (with Charles H. Fairbanks, Jr.) in The Washington Quarterly, Summer 1987

"Intelligence and Arms Control Policy" in Comparative Strategy, vol 6, #2, 1987

"Human Rights and the International System" in Human Rights in Our Time, Marc F. Plattner, ed. (Boulder, Colorado: Westview Press, 1984)

Contributions to Soviet Naval Diplomacy, Bradford Dismukes and James M. McConnell, eds., Center for Naval Analyses, Pergamon Policy Studies, #37, 1979

"The Revolt of the Upper-Middle Class," review of Fred Hirsch, Social Limits to Growth, in The Public Interest, #50, Winter, 1978

"There's No Refuge from Politics," review of Frederic Malek, Washington's Hidden Tragedy, George Shultz and Kenneth Dam, Economic Policy Beyond the Headlines and William Simon, A Time for Truth, in Fortune, June 5, 1978

"Gorshkov on Naval Arms Limitations: Kto Kogo?" in Naval Power in Soviet Policy, Paul J. Murphy, ed., USAF Studies in Communist Affairs, vol. 2, 1978

"Abolishing the District of Columbia Motorcycle Squad" in Policy Sciences (Special Issue on Termination of Policies, Programs and Organizations), June, 1976

Review of Robert A. Nisbet, The Sociology of Emile Durkheim, in Commentary, January, 1975

"Impeachment: Pushing Against an Open Door" (Critique of the House Judiciary Committee staff report, "Constitutional Grounds for Presidential Impeachment") in The Alternative, June, 1974

Review of Herbert S. Parmet, Eisenhower and the American Crusades, in The Alternative, October, 1973

#### References

Available on Request

Mr. JD Sicilia

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## Qualification Summary

I am a certified Lean Six Sigma Master Black Belt and experienced Lean Six Sigma Deployment Leader with highly developed core competencies in leadership, analysis, and problem solving. I possess extensive knowledge in planning and executing operations. I am a high energy, positive team player with advanced skills in designing organizations, staff supervision, developing performance measures, and delivering imaginative solutions

### WORK EXPERIENCE

**Defense Intelligence Agency: Chief, Performance Management Group, (Jul 04 – Present) – approx 50+ hrs/wk Supervisor: Mr. Phil Roberts (703) 693-9559**

I am the Deployment Leader for the Lean Six Sigma methodology in a 6,000+ person organization with a multi-billion dollar budget. As the Deployment Leader, I am responsible for the training, educating and certifying of Green Belt, Black Belt and Champions within the organization. I developed the curriculum and instructors to produce an organic capability to train, mentor and certify Lean Six Sigma practitioners. I provide centralized oversight for all Performance Management and Process Improvement activities in DIA. I provide oversight and direction for over 100 performance improvement projects across the Agency. I developed a Strategic Plan that calls for training over 500 employees in the Lean Six Sigma performance management methodology. Currently, over 200 Green Belts have been trained and 16 Black Belts. Training is continuous and meeting all objectives. I maintain the Agency Performance Dashboard and performance metrics. I validate all Directorate-level performance metrics and dashboards within DIA. As a change agent for DIA, I am advocating measurement, accountability and applying a disciplined approach to process improvement throughout DIA. In less than two years the Lean Six Sigma program has a return on investment over \$10M. I am executing the mission on time, within budget and specifications.

**Defense Intelligence Agency: Chief, Operations Group, (May 2003 – Jul 2004) – approx 50+ hrs/wk Supervisor: Mr. Tim McNeil (703) 697-1167**

Served as Chief, Operations Group, in the Office of the Chief of Staff. As the inaugural chief of this office, I designed and built this office from the ground up. I exercised broad responsibility and authority for reviewing hundreds of current substantive (non-administrative) requirements levied on DIA, determined the scope, allocated the necessary resources, directed the tasking within DIA, and

Mr. JD Sicilia

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ensured timely responses. Served as an action element for DIA's senior leadership by planning, coordinating and organizing large-scale projects, and managing the cooperative efforts of personnel across organizational boundaries to provide focused staff support. I conducted problem definition and problem solving, and coordinated the efforts across organizational boundaries.

**Chairman of Joint Chiefs of Staff, J-2, Intelligence Planner for Special Operations Division, (July 2002 – May 2003) approx 50+ hrs/wk Supervisor: Mr. Tim McNeil (703) 697-1167**

Planned, coordinated and facilitated a broad range of intelligence support for the Special Operations community from the J-2, DIA and Intelligence Community. Primary intelligence planner on the Joint Staff for the Global War on Terrorism Execution Order. Prepared correspondence for the Chairman, JCS, responding to the SECDEF and Undersecretary of Defense for Intelligence. Coordinated the intelligence review of the Chairman of the Joint Chiefs of Staff Planning Orders, Deployment Orders, and Execute Orders involving worldwide employment of Special Operations Forces. Orchestrated the production of tailored intelligence products and reviewed them for accuracy, quality and completeness. Routinely prepared and presented current intelligence updates for Joint Staff general/flag officers and divisions chiefs.

**US Army Office of Military Support, Director for Intelligence, (Nov 2001 – July 2002) – approx 50+ hrs/wk**

Director for Intelligence for a national-level, multi-disciplined intelligence unit which provides worldwide intelligence and operational support as directed by the SECDEF. Led a directorate of 50 officers, NCOs and Department of the Army civilians. Responsible for the analysis and production of HUMINT, SIGINT, GEOINT, and MASINT products serving all geographic commands. Oversaw the physical security, operational security and personnel security for a unit in excess of 500 personnel. Managed a \$1.5M annual budget and \$200,000 in property.

**US Army Office of Military Support, Chief, CENTCOM/EUCOM Operations Branch, (June 99 – Nov 2001) – approx 50+ hrs/wk**

Led a section of Officers and NCOs that provides multi-disciplined intelligence and special operational support to the Commander, CENTCOM and Commander, EUCOM. Deployed and conducted numerous operations in support of Combatant Commander's theater requirements. Developed and executed special operations missions in support of Global War on Terrorism. Wrote intelligence operational proposals and executed intelligence operations in response to CENTCOM/EUCOM intelligence theater requirements. Developed theater intelligence infrastructure requiring SECDEF approval.

**Mr. JD Sicilia**

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**Headquarters, Department of the Army, Deputy Chief of Staff for Operations (DCSOPS, G-3), Intelligence, Surveillance and Reconnaissance (ISR) Joint Warfare Capability Assessment Officer (June 97- June 99) – approx 50+ hrs/wk**

Headquarters, Department of the Army Staff Officer responsible for all US Army ISR systems reviewed by the Joint Requirements Oversight Council (JROC). The JROC, chaired by the Vice Chairman of the Joint Chiefs of Staff, includes as members: the Vice Chiefs of Staff (or equivalent) of the Army, Navy, Air Force, Navy and Marine Corps. Responsible for preparing the Vice Chief of Staff of the Army to compete for funding and approval of Army programs and systems in a Joint Service arena through briefings and written correspondence.

### **EDUCATION/QUALIFICATIONS**

**Master of Education (M Ed), Boston University, 1993**  
**Bachelor of Science (BS) Psychology, Washington State University, 1984**  
**Army Staff Identification Badge, 1999**  
**Joint Staff Identification Badge, 2004**  
**Certified Six Sigma Black Belt, Air Academy Associates 2006**  
**Certified Six Sigma Master Black Belt, Air Academy Associates 2006**  
**Certified Six Sigma Master Black Belt Trainer, Air Academy Associates 2007**  
**Design For Six Sigma 2006**  
**Design Of Experiment 2007**  
**Lean for Transactional 2007**

#### **Other Training:**

**Joint Personnel Recovery Agency (2000)**  
**Department of Defense High Risk Survival Course (2000)**  
**Command and General Staff College (Residence, 1997)**  
**US Army Air Assault (1992)**  
**Combined Arms Staff Service School (1990)**  
**Military Intelligence Officer Advanced Course (1990)**  
**US Army Ranger Course (1988)**  
**US Army Airborne Course (1988)**  
**Military Intelligence Officer Basic Course (1984)**

#### **Awards and Qualifications:**

**Cash Award for Performance 2005**  
**Legion of Merit**  
**Defense Meritorious Service Medal**  
**Army Meritorious Service Medal with 3rd Oak Leaf Cluster**  
**Army Commendation Medal with 4th Oak Leaf Cluster**  
**Joint Service Achievement Medal**

**Mr. JD Sicilia**

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**Army Achievement Medal with 4th Oak Leaf Cluster**  
**Joint Meritorious Unit Award with 2nd Oak leaf Cluster**  
**National Defense Service Medal**  
**Armed Forces Expeditionary Medal**  
**Global War on Terrorism Medal**  
**Korea Defense Service Medal**  
**Overseas Ribbon with 3 tours**  
**NATO Medal**  
**Air Assault Badge**  
**Airborne Wings**  
**Ranger Tab**  
**Army Staff Identification Badge**  
**Joint Staff Identification Badge**

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PPO - Priority

Program Coord - Dan France

2/3/09 Contact.

**[MICHAEL B. SIMON]**

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## **EDUCATION**

**THE UNIVERSITY OF MICHIGAN LAW SCHOOL**, Ann Arbor, MI  
J.D., (*cum laude*), May 2008.

**THE UNIVERSITY OF MICHIGAN**, Ann Arbor, MI  
B.A., Political Science, April 2003. *University Honors*.

## **EXPERIENCE**

**NATIONAL DEMOCRATIC INSTITUTE FOR INT'L AFFAIRS**, Washington, DC

*Consultant/Trainer*

*March 2007-December 2008*

- Traveled to Morocco, the West Bank and Egypt to conduct trainings for key political leaders and parties.

**OBAMA FOR AMERICA**, Chicago, IL

*Lead Targeting Desk*

*June-November 2008*

- Managed team to implement the campaign's groundbreaking targeting efforts in battleground states.
- Directed paid phone modeling input and voter contact program nationally, including administering competitive bidding and ongoing evaluation of vendors to allocate an over \$12M budget.
- Led planning for national Election Day Boiler Room turnout and results tracking operation.

*Advisor/Interim Michigan State Director*

*May 2007-June 2008*

- Aided in arranging then Senator Obama's first trip to Michigan as a candidate for President in May 2007.
- Acted as campaign's primary in-state point of contact on negotiating the complex Michigan primary situation.
- Led or Co-led Election Day Boiler Rooms for the Iowa and Nevada Caucuses, Texas and Indiana Primaries, and the National Super Tuesday Delegate Boiler Room in Chicago.

**LATHAM & WATKINS, LLP**, New York, NY & Washington, DC

*Summer 2007*

*Summer Associate*

- Conducted research and drafted memoranda, complaints, motions and briefs in a variety of civil cases.

**NATIONAL DEMOCRATIC INSTITUTE FOR INT'L AFFAIRS**, Washington, DC

*Governance Team*

*May-August 2007*

- Researched and edited proposed International Minimum Standards for Democratic Legislatures.

**FRIENDS OF JOHN KERRY**, Washington, DC

*February-July 2005*

*Director of Special Projects*

- Managed relationships and advised Senator and staff on political affairs in states including IA, OH, and MI.
- Maintained national political outreach program, aiding the Senator in keeping in contact with political leaders.

**JOHN KERRY FOR PRESIDENT**, Washington, DC

*Political Deputy for Electoral Planning*

*March-November 2004*

- Served in 5-person "BullsEye" unit that provided guidance on targeting, management, and resource allocation.
- Developed \$45 million budget for staff and voter contact in 21 battleground states.

*Michigan Deputy State Director*, Southfield, MI

*June 2003-February 2004*

- Built statewide organization, from the ground up, as first staff member hired in Michigan.

**GRANHOLM TRANSITION OFFICE**, Lansing, MI

*November 2002-January 2003*

*Director of Scheduling*

- Prepared schedule & briefings for Governor-Elect and developed scheduling processes for Governor's Office.

**GRANHOLM FOR GOVERNOR**, Detroit, MI

*April-November 2002*

*Director of Scheduling and Advance*

- Evaluated thousands of scheduling requests and prepared daily schedule and briefing materials.

## **PUBLICATIONS**

*And Congress Shall Know the Truth: The Pressing Need for Restructuring Congressional Oversight of Intelligence*, HARVARD LAW & POLICY REVIEW, Volume 2, Number 2, 2008. (With S. Grossman).

# Julianne Smith

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## Professional Experience:

**Center for Strategic and International Studies (CSIS), Washington, DC** 2006 - present

*Director and Senior Fellow, Europe Program*

Lead the Center's research and program activities on U.S.-European political, security, and economic relations and the ongoing process of European political and economic integration. Author numerous CSIS reports and book chapters, including *Alliance Reborn: An Atlantic Compact for the 21<sup>st</sup> Century* (2009); *Muslim Integration: Challenging Conventional Wisdom in Europe and the United States* (2007); and *Transforming NATO (...again): A Primer for the NATO Summit in Riga* (2006). Conduct interviews with major media outlets (including CNN, Fox, NPR, NYT, WP), brief high-level foreign visitors, and speak at international conferences.

**Center for Strategic and International Studies (CSIS), Washington, DC** 2003 - 2006

*Deputy Director and Senior Fellow, International Security Program*

Oversaw the implementation of over 35 security related projects and a staff of 70 people. Managed the International Security Program's annual budget (over \$7 million). Co-directed the European Defense Integration project and the Transatlantic Dialogue on Terrorism, which examined European and American disagreements over the root causes of terrorism and the appropriate means for remedying them. Conceived and edited "Transatlantic Security: Notes and Comment," a monthly newsletter on transatlantic defense issues. Managed several major research projects including "Five Years After 9/11: Accomplishments and Continuing Challenges" as well as "America and the World in the Age of Terror." Served as media spokesperson for CSIS on a variety of security related issues.

**The Aspen Institute, Washington, DC** 2003 - present

*Consultant, Aspen Strategy Group (ASG)*

Assist in the development and organization of ASG workshops and briefings including the Aspen Atlantic Group (a senior statesmen series focused on transatlantic relations and hosted by Secretary Madeleine Albright), the U.S.-India Dialogue, and the annual summer workshop in Aspen, CO. Draft op-eds and project proposals and assist with trips abroad for high-level ASG delegations.

**The German Marshall Fund of the United States, Washington, DC** 2000-2003

*Program Officer, Foreign Policy Program*

Planned and managed a wide range of transatlantic events in the U.S. and Europe. Co-managed the foreign policy grantmaking program and budget, which included reviewing proposals from U.S. and European institutions seeking GMF support. Regularly gave presentations on transatlantic security issues at international conferences. Managed GMF's Journalism Program and Peter Weitz Prizes (which dispersed over \$300,000 annually). Co-authored the Worldviews 2002 final reports, which presented the findings of the most comprehensive poll of U.S. and European public opinion on foreign policy matters ever taken. Oversaw the redesign and launch of GMF's public image, web site and publications in 2001-2002.

**AUSA, Project on the Role of American Military Power (RAMP), Arlington, VA** 2000

*Director of Communications*

Developed a three-year communications strategy for the Association of the U.S. Army's RAMP project. Wrote and placed op-eds, issued press releases, planned conferences in the United States and Europe. Conducted studies on U.S. military policies, including civil-military coordination, post-conflict reconstruction, defense alliances (NATO), and military involvement in peace operations and humanitarian emergencies.

**British American Security Information Council (BASIC), Washington, DC** 1998-2000

*Senior Analyst, European Security Desk*

Monitored and analyzed European security issues, researched and wrote policy briefings on the Balkans (particularly Kosovo) and soft security issues such as conflict prevention and post-conflict reconstruction. Drafted press releases, op-eds, and briefing papers as well as project proposals. Served as BASIC's media spokesperson during the 1999 Kosovo conflict.

**Markowitz & McNaughton, Inc.,** Washington, DC

1995-1996

*Business Analyst*

Conducted global market analysis for international mergers and acquisitions. Assessed strategic indicators specifically related to Germany and France and wrote reports that defined European market sizes and structures for a variety of telecommunications products and services.

**Education:**

**American University,** Washington, D.C.

M.A. International Affairs, 1995

**Universität München,** Munich, Germany

Zeugnis (Proficiency certificate), 1992

**Xavier University,** Cincinnati, OH

B.A. Communications, cum laude, 1991

B.A. French, cum laude, 1991

**Université de Paris, Sorbonne,** Paris, France

Cours de Civilisation Française

Certificat de Langue Française, 1990-91

**Fellowships:**

**White House Fellowship,** national finalist

2006

**American Academy in Berlin,** Berlin, Germany

2000

*Public Policy Fellow*

Conducted a two-month study of German "Red/Green" foreign policy and its effects on current transatlantic tensions. Interviewed over 50 German policy makers on the subject and wrote a monograph entitled, "New Accents in Transatlantic Relations." Presented the paper in Germany, the United States and France.

**Stiftung Wissenschaft und Politik (SWP),** Ebenhausen, Germany

1997-1998

*Robert Bosch Foundation Fellow, "Conflict Prevention Network" Project Manager*

Managed the development of policy studies for the European Commission and Parliament. Networked with European research institutes, NGOs and EU functionaries. Conducted research on regional conflicts around the world (Palestine, Congo, Cyprus, and Haiti). Organized conferences, workshops, and briefings for EU policy makers from the Council, Commission, and Parliament.

**CDU/CSU Bundestag Fraktion (German Parliament),** Bonn, Germany

1996

*Robert Bosch Foundation Fellow, Foreign Policy Analyst*

Wrote briefings for Parliamentarian Rudolf Seiters (former Minister of the Interior), on the following topics: the costs of NATO expansion, the U.S. "Baltic Action Plan," the OSCE's conflict prevention record, and the 1996 U.S. Presidential and Congressional elections. Wrote speeches for Mr. Seiters' Chief of Staff.

**Membership:**

Co-Chair, Next Generation Democrats.

Associate fellow, the Royal United Services Institute for Defence and Security Studies (RUSI).

Co-founder and former vice chair of the board of the Thirty Somethings Doing Something Foundation, a 501(c)3 that hosted charity events for young professionals and raised over \$125,000 for local DC charities.

Member and former president, Robert Bosch Fellowship Alumni Association.

Member, Women in International Security.

**Languages:**

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**Campaign Work:**

Joined Barack Obama's Foreign Policy Group in May of 2007 (specifically the Europe Team with Phil Gordon). Provided press guidance, contributed and edited policy positions, and assisted with talking points for Obama's trip to Europe in the summer of 2008. Organized a fundraiser during the primaries, canvassed, and worked advance for Richard Danzig in VA.

**Partial List of Publications:**

"Alliance Reborn: An Atlantic Compact for the 21st Century" CSIS Press, January 2009

"What to Do When Washington Asks You to Do More in Afghanistan (and It Will)" *Suddeutsche Zeitung* (Munich), October 18, 2008

"Threats from Within: Four Challenges Inside the NATO Alliance," *International Spectator*, September 2008

"What Lies Beneath: The Future of NATO through the ISAF Prism" Published by RUSI (UK). March 2008

"Islamic Charities in Europe" Understanding Islamic Charities, CSIS Press Winter 2007

"The Transatlantic Climate Change Challenge," *Washington Quarterly*, Winter Issue 2007-08

"Saving Afghanistan," *Global Forecast: The Top Security Challenges of 2008*. CSIS Press. November 2007

"Setting the Negotiating Table: The Race to Replace Kyoto by 2012" *The Age of Consequences: The Foreign and National Security Implications of Global Climate Change*. CSIS/CNAS publication. November, 2007

"Five Years After 9/11: An Assessment of America's War on Terror," CSIS Press September 2006.

"Current and Crosscurrents of Radical Islamism." CSIS Press, April 2006. (principal author)

"Partners or Rivals? The EU-NATO Relationship." German and American Reorientation toward NATO. Netherlands Atlantic Association. November 2005.

"The Return of U.S. Mission Creep," *Defense News*. October 10, 2005. (co-written with Derek Chollet)

"European Defense Integration: Bridging the Gap between Strategy and Capabilities," CSIS Press, October 2005. (Lead investigator)

"Building Operational Capacity outside of the Department of Defense," *Beyond Goldwater-Nichols: U.S. Government and Defense Reform for a New Strategic Era*, CSIS Press, July 1, 2005 (principal author)

"Tectonic Shifts: A New Global Landscape." America and the World in the Age of Terror, CSIS Press, April, 2005.

"The Transatlantic Dialogue on Terrorism: Initial Findings." Center for Strategic and International Studies. August 31, 2004.

"End of a Cold War Legacy," *Washington Times*. August 20, 2004.

"NATO: Allies in Action?" *Defense News*. July 19, 2004, pg. 30.

"Worldviews 2002, European Public Opinion and Foreign Policy." German Marshall Fund. September 2002. (co-author with Stephen Grand and Natalie la Balme)

"Even in Spain, Bush Faces Challenges," *San Diego Union Tribune*. June 12, 2001. pg. B9.

"New Accents in Transatlantic Relations." Heinrich Boell Stiftung. December, 2000.

"Boost Peacekeepers' Role," *Defense News*. September 6, 1999, pg. 23.

"More than Bombs and Verifiers," *Washington Post*. February 7, 1999, pg. B2.

"A Risk Reduction Strategy for NATO." BASIC Research Report. January 1999.

## **DANIEL R. STANLEY**

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### **SUMMARY**

Chief Operating Officer, Chief of Staff, Legislative Issues Management, Industry Analyst, Corporate Strategic Planning, Multi-discipline Technical Specialist, Defense Analyst, with over 17 years of senior level experience in government and industry. Nationally recognized for excellence and innovation in public sector management.

### **EXPERIENCE**

#### **Department of Defense**

##### **Deputy Assistant Secretary of Defense for Senate Affairs**

**2002-Present**

Responsible for developing and managing DoD relationships with the members of the United States Senate. Assures top policy officials of the DoD have current information on attitudes and positions of member of the Senate. Tracks Defense Authorization, Appropriations, and Supplemental Appropriations and ensures the Department's positions are understood by members of the Senate and oversight committees and staff. Coordinates with senior DoD officials on strategy and development of proposed legislation.

##### **Principal Deputy Assistant Secretary of the Army for Manpower and Reserve Affairs**

**2001-2002**

Served concurrently as the Principal Deputy Assistant Secretary of the Army for Manpower and Reserve Affairs as well as Deputy Assistant Secretary for Training, Readiness, and Mobilization. Responsible for secretariat oversight for all aspects of Army training and readiness and all issues pertaining to the National Guard and Army Reserves. Responsible for reviewing the mobilization and deployment of reserve forces in support of operational mission.

#### **State of Kansas**

##### ***Secretary of Administration***

**1996-2001**

Senior member of Governor's cabinet and chief operating officer for the Kansas government. Senior Human Resource Executive with responsibilities for over 29,000 state employees. Senior information technology executive responsible for management and oversight of statewide telecommunications networks and information systems. Responsible for over 4 million square feet of state facilities and property. Management of comptroller functions, state's printing operations, acquisition, purchasing and contracting, central fleet and motor pool operations, and architectural services. Directly responsible

**Daniel R. Stanley**

for a budget of \$120 million and 870 employees. Chairman, Kansas Information Technology Executive Council; Chairman, Kansas State Employee Health Care Commission; Chairman, Public Building Commission; Chairman, Capitol Area Plaza Authority; Chairman, Governor's Task Force on Workforce Development, Secretary, State Finance Council. Member of 28 appointed boards and commissions responsible for a wide range of public policy issues. Received national recognition and awards for innovation and excellence in Human Resources, Facilities Management, and Information Technology Management.

**Senator Robert Dole**

**1989-1996**

*Administrative Assistant (1992-1996)*

Chief of staff. Supervised 35 legislative and casework staff. Developed legislation and executed legislative and political strategy. Coordinated positions and issues with senior administration officials, Members of Congress, and committee staff.

*Assistant to the Senate Republican Leader, Defense Policy (1989-1992)*

Advised the Senate Minority Leader on legislation and issues, strategic and conventional forces, arms control, defense budget issues, space programs, industrial base, foreign military sales, base closure, commercial and general aviation, and all related authorizations and appropriations. Staff member, Senate Arms Control Observer Group.

**McDonnell Douglas Corporation**

**1989**

*Director, Strategic Business Assessment*

Responsible for corporate level strategic planning and market forecasting including electronics, aerospace, space systems, launcher, and payloads. Assessed implications of geopolitical events on market sectors. Analyzed international business trends.

Analyzed and staffed mergers and acquisitions opportunities.

Advised the chief executive officer, president, and the chief financial officer on national and international policy issues impacting company business segments.

Reviewed corporate funded research and development initiatives, assessed market potential, and made funding recommendations to the corporate Business Development Council.

**Daniel R. Stanley**

**McDonnell Douglas Corporation**  
***Manager, Market Development***

**1987-1989**

Responsible for the defense industry segment of the Business Environment Forecast, a ten year forecast of defense and commercial aerospace business trends used as the foundation of the corporation's long range strategic planning.

**Washington Studies and Analysis Group**  
***Manager, Strategic and Space Systems***

Responsible for all technical studies and analyses conducted by the organization including command control, and communications systems architectures, and command center basing options. Performed strategic planning function for the President of the McDonnell Douglas Astronautics Company.

**United States Navy**  
***Commander, USNR (Ret)***  
1973-1985, USNR 1985-1996;

**1973-1996**

Responsible to the Chairman of the Joint Chiefs of Staff for the overall management of the strategic communications network linking the National Command Authority to the nuclear forces. Served as strategic weapons officer, sonar officer, missile and fire control officer aboard nuclear submarines. Qualified nuclear power plant operator and supervisor.

## **EDUCATION**

**B.S. Nuclear Technology, 1979**  
State University of New York, Albany

## **ADDITIONAL EDUCATION**

Kennedy School of Government  
*Strategic Uses of Information Technology*

Armed Forces Staff College  
*Graduate Studies in Command, Control and Communications*

Naval Nuclear Power School

**JOHN J. SULLIVAN**

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**LEGAL EXPERIENCE**

MAYER, BROWN & PLATT, Washington, DC, 1993 to date  
Partner, Supreme Court and Appellate Practice Group

OFFICE OF LEGAL COUNSEL, U.S. Department of Justice, Washington, DC, 1991-1992  
Counselor to Assistant Attorney General J. Michael Luttig

THE HONORABLE DAVID H. SOUTER, U.S. Supreme Court, Washington, DC, 1990-1991  
Law Clerk

PAUL, WEISS, RIFKIND, WHARTON & GARRISON, New York, NY, 1987-1990  
Associate

THE HONORABLE JOHN MINOR WISDOM, U.S. Court of Appeals, New Orleans, LA, 1985-1986  
Law Clerk

**CAMPAIGN EXPERIENCE**

BUSH-CHENEY 2000, Austin, TX, 1999-2000  
Volunteer Attorney

PHIL GRAMM FOR PRESIDENT '96, Washington, DC, 1995  
General Counsel

BUSH-QUAYLE '92, Washington, DC, 1992  
Deputy General Counsel

**EDUCATION**

COLUMBIA UNIVERSITY SCHOOL OF LAW, J.D., 1985  
Book Reviews Editor, *Columbia Law Review*; Harlan Fiske Stone Scholar; Teaching Fellow

BROWN UNIVERSITY, A.B., History and Political Science, 1981

**PUBLICATIONS AND LECTURES**

"Appeals to the Supreme Court," *Business and Commercial Litigation in Federal Courts* (West 1998); "Supreme Court Bypasses Airbag Preemption Case," Washington Legal Foundation (1996); "Justice Souter's Federalism," The Academy for State and Local Government, October 1996; "Backing Off Buckley? Campaign Finance Reform and Free Speech After *Colorado Republican Party*," 1996 Federalist Society National Lawyers Convention; Note, "The Equal Access to Justice Act in the Federal Courts," 84 *Colum. L. Rev.* 1089 (1984).

**ADMITTED**

District of Columbia, 1993; New York, 1987; U.S. Supreme Court, 1993; D.C. Circuit, 1994; Ninth Circuit, 1996; D.D.C., 1994; S.D.N.Y. and E.D.N.Y., 1988.

**PERSONAL**

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LEWIS (GORDON) SUMNER, JR., Ph.D.

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**OBJECTIVE:** To obtain a senior leadership position with a focus on Department of Defense, Army or other Military Services, Federal Departments or Agencies operations, training, education and personnel management to help shape the organization's future success.

**SKILLS:**

- Over 28 years of Experience and Expertise in Government; extensive Pentagon and International experience.
- Over 28 years of Teaching, Training, Education Expertise.
- Expertise in Army Processes, Strategy, Transformation, Budget Processes, Cross-cultural Operations and Training.
- Problem Solving at a Macro-level.
- Crisis Management and Consequence Management.
- International Relations, Training and Development, and Corporate Management.
- Administration of Budget, Requirements and Resources.
- Experience with all facets of Active and Reserve Component Integration.
- Successfully lead organizations as large as 6000 assigned personnel and billions of dollars.
- Can analyze complex issues, develop and high-level strategies resulting in sound recommendations to resolve key issues in a timely manner.
- Experienced expertise regarding Manpower and Resources Integration.
- Accomplished, motivational public speaker.
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**EXECUTIVE SUMMARY:**

- Held numerous high-level leadership positions within the government
- Worked daily with governmental Departments, Agencies, and the Congress.
- Served as the Army's Representative to NATO Army Training Sub-Group committee.
- Resource Manager for budgets totally over \$2.8 Billion annually.
- Army Master Aviator.
- Decorated Combat Veteran.
- Awarded the "Member of the British Empire Medal" by HRH Queen Elizabeth, accepting "The Honorable" title.
- Past National Director, 82<sup>nd</sup> Airborne Division Association, largest military unit association in the Army (1999-2003).
- Former Member, National and Virginia Committees, Employer Support of the Guard and Reserve.
- Member, National Red Cross, and former member of the Board of Directors, Nebraska, 90-92.
- Past Chairman, Washington DC Chapter, 82<sup>nd</sup> Airborne Division Association.
- Past Trustee, Military Order of the Purple Heart

*the VCSA, Chief, Field Artillery Branch, and other Senior Army/DOD leadership and General Officers, for outstanding leadership.*

**July 1987 – August 1997: US Army Officer (last 10 years, Active Duty)**

Provided *expertise and leadership, personnel management, operations and resourcing experiences* in highly demanding *executive leadership positions* encompassing various levels of command, *international relations, emergency management, operations, training, and organizational leadership/management.*

As the Division Chief, Army Institutional Training Division, my last Pentagon assignment, I was responsible for the Total Army's Institutional Training base, which included all major training requirements and actions to include, but not limited to such key activities as Army Flight Training, Defense Foreign Language Institute/Foreign Language Center, Inter-Service Training, and NATO Army Training Sub-Group. I assisted in the **management of the over \$2.8 Billion** including planning and programming the Army's Training and Doctrine Command's individual training mission. I was Co-chair of the HQDA Structure Manning Decision Review resulting in the Total Army's Multi-million dollar "All Army" Training Program. I am still *recognized and called upon by members of the Army Staff for assistance/information due to my extensive Army Staff and Pentagon experience* including specific experience in policy development, training operations, organizational design, resource planning, and resource strategy. *International experience and expertise* as the Army representative to NATO's Army Training Sub-Group. Additionally, I am the only American to command a British Attack Helicopter Squadron for which I was awarded The Order of Member of the British Empire (5<sup>th</sup> Degree Knighthood). I served as a Department Chair, Professor of Military Science, and Adjutant Faculty (Music Dept), at the University of Nebraska, Kearney, Nebraska.

**Professional and Civic Memberships (past and present):**

- Member, Republican National Committee
- Employer Support of the Guard and Reserve (Member, Executive Committee)
- Military Order of the Purple Heart (MOPH Trustee, Life Member)
- 82nd Airborne Division Association, (past National Director '99-'03. Past Chairman, Washington DC Chapter, '97-'99, Life Member)
- 82nd Airborne Division Association (Chair, Congressional Liaison Committee)
- Military Order of the Purple Heart (Trustee, Life Member, Chapter 353)
- Veterans of Foreign Wars (Life Member)
- Association of the United States Army (AUSA)
- Army Aviation Association of America (AAAA)
- American Helicopter Society (AHS)
- The Military Officers Association of America (MOAA)
- Jacksonville State University Alumni Association (Life Member)
- Founding Chairman, Greater Washington DC Chpt, JSU Alumni Assoc. 2003
- National Red Cross, (former member, Board of Directors, Nebraska, 90-92)
- SERTOMA (Service To Mankind) Civic Organization
- Pi Mu Alpha National Music Honor Fraternity
- British Army Air Corps Association

**Campaign Activities:**

- Member, "Veterans For Bush" Election Committee.
- Member, "Veterans For Allen" Senate Election Committee.
- Member, "Entitled Health Care for All Military Retirees" Campaign
- Participant in various election activities, past and present (campaign handouts, yard displays, attendance at meetings/rallies, phone trees, "Get Out To Vote" campaigns, etc.)
- Speaker at various military organizations and retiree functions nationwide on the importance of the military voting.

**Civilian/Military Education:**

- Doctor of Philosophy (Adult Education., Summa Cum Laude, 4.0 GPA), Madison University, 2003
- Masters of Education, Boston University, 1982
- Bachelors of Science Degree, Education and Music Performance, Jacksonville State University, Alabama 1975
- US Army Command and General Staff Officers Course, 1990
- US Army Aviation Officers Staff Officers Course, 1984
- US Army Aviation Officers Advanced Course, 1984
- US Army Parachute Qualification Course, 1984
- US Army Air Defense Officers Advanced Course, 1982
- US Army Aviation Qualification Course, 1979
- US Army Ranger Qualification Course, 1977
- USMC Amphibious Assault School, 1977

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**Computer Skills:**

- Experienced in all facets of Microsoft Office 2000.
- Personally developed multi-level briefings using computer-generated materials (e.g. PowerPoint) for high-level officials, DoD and Army Staff.

**Professional and Civic Licenses:**

- FEMA Emergency Manager
- College Professor/Department Chair, U. of Nebraska, Kearney, NE.
- Teacher Certification, Elementary and Secondary, State of Alabama

**Publications:**

- Co-Authored article, "*AC/RC Integration: Seamless Land Power for the 21<sup>st</sup> Century*", Field Artillery Journal, September/October, 1999
- Project Manager for revision of AR 351-1, Army Institutional Training Regulation
- Project Manager for revision of AR 350-1, Army Training
- Co-authored "Aviation Anti-Armour Operations and Doctrine", British Army Air Corps, 1988

## **PROFESSIONAL EXPERIENCE SUMMARY:**

I hold the position of "Managing Director" with a defense contractor, reporting to the Group Director and Vice President with a projected annual budget responsibility of over \$5.3 Million in 2003 and project \$8 Million in 2004. In this capacity I serve as a principle consultant to the Army G3/Directorate of Training (DAMO-TR), Office of the Assistant Chief of Staff/G3, Department of the Army; the Department of Defense Foreign Language Program; the Department of the Navy; the Defense Intelligence Agency; and, the National Virtual Translation Center in coordination with the Federal Bureau of Investigation and the Central Intelligence Agency. Previously, I served as the principle consultant to the Office of the Assistant Secretary of Defense (Command, Control, Communications and Intelligence) and the Army's Senior Leadership to include the Office of the Chief of Staff, Army, on primary contracts, managing the day-to-day operations, review of policy and procedures, and assisting in the long-term strategic planning and development.

I can strongly identify and eagerly work towards achieving an organization's goals and objectives by providing assistance in development of effective policies and strategies coupled with a measurable management plan that leads to success in the government transformation and resourcing process. I also encourage those with me to enhance themselves as well as their subordinates. Focusing on a total team effort my directorate has grown significantly over the past two years from a staff of 4 personnel over 32 personnel with more to be employed once they are eligible in 2004. 100% of my fellow team members received Merit Raises in 2003 and 94% received "end of year" bonuses for outstanding accomplishments by SYColeman leadership. My directorate's turnover rate is less than 0.05% as I ensure everyone knows they are appreciated and important to the success of the organization.

With my *vast military and civilian experience* within the Department of Defense and the Army Staff in key areas such as Army training, operations, budgeting, DoD, Army and Joint Staff processes, coupled with a personal unmatched level of enthusiasm to provide support to the President, I will provide the **experience, expertise, and leadership** needed to help guide the DoD in the 21<sup>st</sup> Century and beyond. Having built the Office of Active and Reserve Integration for the Chief of Staff, Army, I maintained an active role in the formulation of policy and procedures that influenced the decisions regarding the Active and Reserve Components through the trying days of the Post Quadrennial Reviews. My Total Army experiences have continued after my Active service retirement with an appointment by the Assistant Secretary of Defense (Reserve Affairs) where I served with the National Committee for Employee Support for the Guard and Reserve (ESGR). I also served on the Virginia Committee, ESGR in various leadership positions. Here I leveraged my **experience and expertise** and currency of requirements placed on the Reserve Components to help prioritize and assist the key leaders in making sound proposals and actions utilizing the many volunteer reservists across our great Nation.

Prior to my retirement I served as the Chief, Institutional Training Division, G3/ODCSOPS, Army Staff. As the Chief, my thorough knowledge of and expertise with the various management tools in concert with a deep understanding and appreciation of Army Training, the Army Training Strategy and The Army Plan enables me to properly assist the Chief of Staff, Army, with prioritization, preparation, policy development and implementation

of all Total Army programs as a **total team effort**. I have served in a variety of Army command and staff positions including aviation assignments overseas in Europe and the Far East. A combat veteran and an Army Master Aviator, my over 28 years of federal service **experience and expertise** includes years as a **subject matter expert and senior executive leader** with personal involvement in creating and sustaining a work environment that promoted documented performance excellence.

My record clearly demonstrates success in **leading, training and managing organizations** from 25 to over 5000 personnel with budget responsibilities that at times has totaled **over \$2.8 Billion annually**. My extensive experience in oral and written communication skills to include formal presentations to **executive level government officials up to and including official heads of states, foreign dignitaries, members of Congress, the Joint Staff and the Army Staff** is documented. Additionally, I am a FEMA qualified Emergency Manager and served as the Emergency Operations Officer, Fort Rucker, Alabama during major crises such as the hurricanes that struck the Florida Panhandle area.

I have received numerous military and civilian awards including the Legion of Merit, Bronze Star Medal, the Purple Heart, the Member of the British Empire Medal (5<sup>th</sup> Degree Knighthood), and the Order of Saint Michael. In addition to receiving numerous letters of commendation from Senior Army Officers and Department of Defense Officials, I was officially recognized as **"Future General Officer material," "A top 1% of all officers with which I have served during my career," "An outstanding officer who excels in every detail. A candid leader"** on comments on my Officer Efficiency Reports by General Officers. I was recognized as the SY Technology, Inc. "Employee of the Quarter" after the only 3 months of employment and have received four promotions and seven merit raises in six years with the organization. Additionally, I have been recognized as the **"1992 Teacher of the Year"** by the Student Government Association, University of Nebraska, Kearney, NE, the Jacksonville State University **"1993 Military Alumnus of the Year"** and was inducted into the JSU ROTC **"Wall of Fame"** in 1999.

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## **RECENT EXPERIENCE:**

**October 2001 – Present: Managing Director, SYColeman, formerly known as SY Technology, Inc. “Army G3/Directorate of Training (DAMO-TR) Support”:** Office of the Assistant Chief of Staff/G3, Department of the Army, Department of the Navy, Defense Intelligence Agency, National Virtual Translation Center (FBI), and the Product Manager, Force Protection Systems, Ft. Belvoir, VA. Focus areas: *Army Institutional Training, Collective Training, Joint Training Exercises, Budget Processes, POM/PPBES development and management, Army Aviation, Defense Foreign Language Program and Policy*. Providing the Army Staff in Training with a support team that provides direct support to most major issues within the ARSTAF. The Team provides continual analysis, process development, organization, reorganization analysis, planning and execution to a myriad of tasks within the Department of Defense, Army Staff (Training Directorate), NVTC and DLIFLC. Key tasks include development of the Army Training Strategy, foreign units exchange programs, Joint tasks and exercise support, Defense Science Board, Leader Development, Reserve Component Support, Budget/Resource efforts, Foreign Language Program, Army Aviation, Navy Foreign Language Program, and the DIA’s Foreign Language Program. My team is also providing critical support to a variety of staffs in support of the Global War on Terrorism, in particularly critical language and training requirements.

**May 2000 – Present: Director and former Project Manager, SY Technology, Inc. “Defense Foreign Language Policy Support”:** Office of the Assistant Secretary of Defense, Command, Control, Communications, and Intelligence (OASD(C3I)); Focus areas: *program, education, training, resourcing and policy*. Provided client with *detailed research and analysis* to accurately, efficiently and effectively identify requirements for Services and Agencies within DoD *to best support the National Strategic and Military Strategies*. Provided detailed technical and operational development, requirement’s identification process revision, and budget analysis to critical program. Assisted client in authoring authoritative papers such as the “Strategic Environment Working Paper”, “Future Force Requirements Determination” and the “Strategic Environment Draft” for the approval of the ASD(C3I) sponsored Defense Foreign Language Policy Committee. *Developed key position papers, information and decision briefings for presentation to OSD and congressional leadership/staff*. Recognized by the company and OASD(C3I) for outstanding leadership during recent evaluation.

**September 1997 – May 2000: Project Manager, SY Technology, Inc. “AC/RC Integration Team”;** direct support to the Chief of Staff, Army, Active and Reserve Component Integration Process. Developed the Army’s recognized ACRC Integration Process focused on continuously selecting and resourcing initiatives and activities which leverage the unique capabilities of the Reserve Components while ensuring all components were represented at the highest Army leadership levels. Provided *management and analysis support* from its inception through the integration of results into the Army’s POM budgeting process to include support to the execution of each phase of the annual process through established ARSTAF practices and procedures. In addition, *directly supported the Vice Chief of Staff, Army, Chairman, Reserve Component Coordination Council*. Assisted with the writing of the Chief of Staff, Army’s White Paper, “One Team, One Fight, One Future”, providing the CSA’s vision and blueprint for integration. Co-authored ACRC Integration article for Sep/Oct 98 Field Artillery Journal – “ACRC Integration.” *Formally recognized by*

# TERENCE SZUPLAT

## Speechwriting & Strategic Communications

With more than a decade of experience supporting the nation's foremost political, business and nonprofit leaders, former chief Pentagon speechwriter to the Secretary of Defense Terence Szuplat specializes in high-profile communications, message development and crafting effective speeches for targeted business, political, academic and international audiences.

Mr. Szuplat has written and edited hundreds of speeches, articles, opinion columns, press releases and reports. His work has appeared in leading publications, including *The New York Times*, *The Washington Post*, *The Los Angeles Times*, *The Wall Street Journal Asia*, *The Washington Times* and *The International Herald Tribune*. His personal commentaries have been published in *The Atlanta Journal-Constitution* and *The Baltimore Sun*, and he served as a speechwriter and editor during the 2004 and 2008 Democratic National Conventions.

At the age of 25, Mr. Szuplat was appointed Director of Speechwriting to Secretary of Defense William S. Cohen, overseeing a staff of four writers from 1998 to 2001. In addition to preparing major addresses on the 1998 air campaign against Iraq, the 1999 NATO air campaign over Kosovo, and security challenges in Europe and Asia, he drafted the nationally televised address in which Secretary Cohen honored the victims of the August 1998 terrorist attacks on U.S. embassies in Africa. He was awarded the Secretary of Defense Medal for Outstanding Public Service for turning "the communication of public policy from assignment to art form."

A professional staff member of the Senate Armed Services Committee from 2001-2002, Mr. Szuplat also served on the staff of the Commission on Protecting and Reducing Government Secrecy, chaired by Senator Daniel Patrick Moynihan, from 1995-1998. A 1995 honors graduate of American University in Washington, DC, he was selected for research/intern positions in the White House Speechwriting Office and the British Parliament. He was named by *Washingtonian Magazine* in 1999 as one of 100 "People to Watch" for displaying "the talent and the drive to make a difference in the decades ahead."

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*Samples and references available upon request.*

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**ROBERT P. TAYLOR**

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**PROFESSIONAL HIGHLIGHTS**

**Legislative/Policy Director**

Office of U.S. Senator John Thune, 2005 – Present.

Duties: Serve as the Senator's principal legislative, policy and procedural advisor. Manage a legislative staff and oversee all initiatives related to appropriations requests, drafting of bills and amendments, daily floor activity, preparation for hearings, liaison with Senate leadership, committee staff directors, the White House and federal agencies. Represent the Senator in weekly Deputy Whip Staff meetings and serve as the Senator's senior advisor on the Armed Services Committee. Coordinated all data submissions and prepared arguments used to successfully reverse DoD recommendations to close Ellsworth Air Force Base, and acted as the delegation's single point of contact with the Base Realignment & Closure Commission (BRAC) staff throughout the BRAC deliberations in 2005.

**General Counsel to the Senate Budget Committee**

U.S. Senate Budget Committee, Chairman Don Nickles, 2003 – 2005.

Duties: Served as substantive policy and legal advisor on a broad range of legislative matters subject to Budget enforcement rules. Oversee specific issues of importance to the Chairman pertaining to tort/asbestos litigation reform, intelligence oversight and national security policy.

**General Counsel to the Senate Republican Whip**

Assistant Republican Leader's Office, Senator Don Nickles, 2002

Duties: Provided counsel to the Assistant Republican Leader on legal questions pertaining to pending legislation, judicial nominations and matters before the Senate Judiciary Committee. Assisted in the development of GOP floor strategy intended to expedite the passage of critical legislation, including the War Resolution, 9/11 Commission and Homeland Security Bills.

**Litigation Attorney**

Cooper, Carvin & Rosenthal, PLLC, (Cooper & Kirk) 1998 - 2002. Washington, D.C.

Duties: Represented primarily large corporate clients in the advancement of complex civil litigation. Drafted motions, prepared legal briefs, took and defended depositions, interviewed/prepared witnesses, formulated case strategies, attended hearings and supervised discovery reviews.

**Legislative Assistant - Defense/Foreign Affairs/Special Projects**

Personal staff of U.S. Senator Connie Mack, 1994 & 1989.

Duties: Prepared and briefed Senator on pending Foreign Affairs/Defense legislation, drafted proposed floor amendments and statements, drafted op. ed. articles. (OPM Fellowship Award; on leave from the Department of Defense, 1989. Returned briefly as a Special Assistant, 1994, before attending Law School).

**Senate Committee Staff Member/Investigator**

U.S. Senate Select Committee on POW/MIA Affairs, 1991 - 1993.

Duties: Prepared investigative reports, delivered formal briefings to full Committee and individual Senators, interviewed U.S. and foreign officials (including former Soviet military/KGB), planned and attended committee depositions/hearings, reviewed compartmented program files, carried-out daily liaison with intelligence agencies, Pentagon, JSOC and Special Access Programs, drafted major portions of Committee final report.

**Defense, Middle East Policy Specialist/Advisor, GM-15**

Office of the Secretary of Defense, ISA/NESA, 1984 - 1991, Washington, D.C.

Duties: Responsible for regional defense policy planning, program oversight, budget planning, and liaison with military commands, Congressional offices and foreign embassies. Regularly drafted decision memoranda for the Assistant Secretary, Under Secretary and Secretary of Defense. Served on Secretary's Crisis Coordination Center staff (CCC) during Desert Storm. Israel Country Director, 1986-1988; Security Assistance Program Manager in a special program, *Bears Spares*, 1984-1985.

**Intelligence Officer - Middle East**

Defense Intelligence Agency, 1981 - 1984, Washington, D.C.

Duties: Senior Desk Officer for Libya. Responsible for assessing Libya's military and state sponsored terrorism threat to U.S. and allies. Collected/analyzed all-source foreign intelligence, carried-out intelligence exchanges with allied governments, conducted senior level briefings to U.S. policymakers, authored collection requirements, drafted senior level intelligence assessments (including *President's Book* articles) and selected to participate as member of a two-man head-of-state briefing delegation for three consecutive years. Received Meritorious Civilian Service Medal, 1984.

**EDUCATION**

- Stetson University College of Law, Juris Doctor, *Cum Laude*.
- University of Texas, Master of Arts.
- Texas A&M University, Bachelor of Science.

**OTHER**

- Meritorious Civilian Service Medal, DIA.
- Legis Fellowship Award, 1989, OPM, DOD.
- Army Commendation Medal.
- Member of the Year Award, Out-of-State Practitioners Division, Florida Bar, 2001.
- Military Service: U.S. Army Officer, Captain.
- Admitted D.C. & Florida Bar.
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## Robert S. Taylor

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**Professional Experience:** Of Counsel, Bingham McCutchen (2007 - )  
Law Office of Robert S. Taylor (2002 - 2007)  
Deputy General Counsel (Environment & Installations), Department of Defense (May, 1995 – December 31, 2001), and Consultant to Department of Defense (January, 2002)  
Member, Swidler and Berlin, Chartered (1983 – May, 1995)  
Associate, Swidler, Berlin, and Strelow (1982 – 1983)  
Associate, Leva, Hawes, Symington, Martin & Oppenheimer (1976 – 1982)  
Law clerk to the Honorable Francis Van Dusen, United States Court of Appeals for the Third Circuit (1975-1976)

**Professional Honors:** Bronze Palm to the Department of Defense Medal for Distinguished Public Service (2002)  
Department of Defense Medal for Distinguished Public Service (2000)  
Office of Secretary of Defense Award for Outstanding Achievement (1997)

**Sample Representations:** Served as a member of a Defense Science Board Panel on Defense Energy Strategy

Represent Fortune 100 companies on various regulatory matters under the Clean Air Act.

Assist member of USCAP (United States Climate Act Partnership) in the formulation and evaluation of climate change legislative proposals.

Represented the Alliance of Automobile Manufacturers seeking EPA reconsideration of the Iron and Steel Foundry NESHAP rule. Based on our efforts, EPA has agreed to propose amendments to the rule addressing the client's principal concerns

Provided counsel and legal advice to the most senior leadership of the Department of Defense, including the leadership of the Military Departments as well as senior professional program managers, as the senior environmental lawyer, energy, and installations/real property lawyer within the Department

Led the resolution of every significant legal issue concerning environment, installations, facilities, energy and real property law within the Department of Defense from 1995 through the end of 2001

Represented the Department of Defense and Military Departments in numerous negotiations with the Department of Justice, the Environmental Protection Agency, the Department of the Interior, the Office of Management and Budget, the Council on Environmental Quality, and other Executive Branch agencies concerning such matters as Superfund liability, withdrawal of public lands for military purposes, application of the Endangered Species Act, the promulgation of rules under the Toxic Substances Control Act, the application of the National Environmental Policy Act, and many other matters

Reviewed and drafted the Department of Defense's legislative programs in the areas of environment, energy and installations, and served as an advocate of the legislative proposals with Congressional staff

Provided legal advice to the Office of the Secretary of Defense and to the Military Departments concerning implementation of the recommendations of the Base Closure and Realignment Commission (the "BRAC" Commission); drafted and reviewed the Department's policies on implementation of base closure and realignment decisions; drafted the Department's legislative proposals in the base closure area

Drafted two requests for "fundamentally different factor" variances from effluent limitation guidelines issued under the Clean Water Act; both requests led to regulatory changes providing the requested relief

Assisted in the preparation of the only successful petition for the administrative removal of a substance from the list of "hazardous air pollutants" contained in the Clean Air Act

**Education:**

Harvard Law School (J.D., *cum laude*, 1975)

Member, Harvard Law Review, volumes 87-88

Harvard College (A.B., *cum laude*, 1972)

**Bar Memberships:**

District of Columbia, 1975

United States Courts of Appeals for the First, Third, Fifth, and D.C. Circuits

United States Supreme Court

# ANTHONY J. TETHER

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## SUMMARY:

Over 30 years industrial and government experience:

- Providing leadership to business sectors and large-scale projects with full profit/loss accountability.
- Developing new business and researching contract opportunities with diverse customers world-wide.
- Identifying commercial applications for military technology, including associated business plans and funding sources.
- Defining and framing strategic, policy, and long-range planning issues and solutions as a member of corporate executive committees.
- Maintaining technical excellence through personal involvement in:
  - Analyzing intractable problems and creating practical conceptual solutions.
  - Outlining and detailing implementation plans for advancing the current state of art to that needed for the problem solution.
  - Obtaining the required resources to carry out plan.
  - Hiring, training and managing project teams to carry out plan under difficult cost and/or delivery time constraints.

## EDUCATION:

Ph.D., Electrical Engineering, Stanford University, 1969  
M.S., Electrical Engineering, Stanford University, 1965  
B.S., Electrical Engineering, R.P.I., Troy, New York, 1964

## EXPERIENCE:

—96 -

The Sequoia Group (TSG), Corona del Mar, CA  
Chief Executive Officer/ President

In 1996, Dr. Tether formed The Sequoia Group (TSG), which serves government and industrial clients. For government clients, TSG reviews the technical, schedule and fiscal status of programs and provides advice and plans to correct deficiencies as required. For industrial clients, TSG reviews current capability to determine what new problems, customers and market could be pursued and what is needed (technology, personnel, capital) to do so. For both clients, TSG actively participates in the development of strategy and business plans for obtaining technology and programs as well as the projects themselves.

1994 - 1996 DYNAMICS TECHNOLOGY, INC. (DTI), Torrance, CA  
Chief Executive Officer

In 1994, Dr. Tether joined Dynamics Technology, Inc. (DTI) as its Chief Executive Officer. DTI's historical expertise was in the application of hydrodynamic software codes to determine if U.S. Submarines were vulnerable to sensors such as Synthetic Aperture RADAR. The demise of the Soviet Union greatly decreased the priority enjoyed by this mission and the DTI business base was reduced by more than 50% prior to Dr. Tether's arrival. Dr. Tether's first priority was to stabilize the business and to create a strategy for expansion into growth areas. His efforts (1) curtailed the erosion of DTI's revenue and increased it by 10% after a year, (2) increased the size of DTI's addressable market by over an order of magnitude, and (3) resulted in DTI becoming internationally known in the remote sensing area.

1992 - 1994 SCIENCE APPLICATIONS INTERNATIONAL CORPORATION, San Diego, CA  
Vice President and General Manager, Range Systems (1993-1994)  
Vice President, Deputy Sector Manager, Advanced Technology Sector (1992-1993)

In 1992, Dr. Tether joined SAIC in San Diego as the Deputy for SAIC's Advanced Technology sector, whose core business was hardware and software products for a diverse customer base. Examples of the products are radio-emission fuel cell buses, generation of electrical power using solar thermal sterling motors, non-intrusive inspection of containers for explosives, drugs, and non-intrusive medical diagnostic equipment.

1993, Dr. Tether became Vice President and General Manager of SAIC's Range Systems operation that develops, manufactures, and maintains equipment and software for the U.S. and foreign military training, test and evaluation community. Dr. Tether directed the design, manufacture, and marketing of a new concept that used Geo-Positioning Satellite (GPS) receivers to determine the precise location and velocity of aircraft, land vehicles, and individuals. The highly precise location output of the GPS receiver was transmitted through satellite and aircraft relay communication systems back to a central location. The communication of the information using satellite and aircraft relay untethered the training community from being restricted to any particular real estate. This allowed the evaluation of strategies and tactics in real-time anywhere in the world.

**1986 - 1992** LORAL CORPORATION, Newport Beach, CA  
Vice President, Technology and Advanced Development (1990-1992)  
FORD AEROSPACE CORPORATION, Detroit, MI and Newport Beach, CA  
(Acquired by Loral in 1990)  
Vice President, Technology and Advanced Development (1986-1990)

In 1986, Dr. Tether joined Ford Motor Company in Detroit Michigan. He was the Vice President of Technology and was responsible for Ford Aerospace's technology program. He was responsible for identifying emerging technologies, monitoring internally and externally funded R&D efforts, and obtaining customer funding. He decreased the amount of internal R&D funding by 20% with no loss of content, and increased the amount of customer funded R&D by over a factor of 5. He also assisted Ford Motor Company in determining technologies required for the "Car of the Year 2000," and was a member of Ford's Technical Affairs Committee that established, reviewed, and evaluated all of Ford's internally funded R&D.

In 1990 when Ford Aerospace was purchased by LORAL, Dr. Tether left Ford and worked directly for Loral's President. In addition to his previous responsibilities with Ford, he was tasked with assessing the commercial viability of Loral's military technology, generating business plans, and identifying funding sources.

**1978 - 1986** DEPARTMENT OF DEFENSE, Washington, DC  
Director, Strategic Technology Office, DARPA (1982-1986)  
Director, National Intelligence, Office Secretary of Defense (1978-1982)

In 1978, Dr. Tether joined the Office Secretary of Defense as the Director of National Intelligence, PL 313 (SES-4). He was responsible for the oversight of all National Foreign Intelligence Programs (NFIP) programs. He personally led efforts to realign the structure of Defense Intelligence to be more responsive to the military use of signal intelligence and satellite based activities (Tactical Cryptologic Program & Defense Reconnaissance Support Program). Other details remain highly sensitive and classified.

In 1982, Dr. Tether joined the Advanced Research Projects Agency as the Director Strategic Technology Office. He was responsible for identifying and managing the development of technologies that, if successful, would make a significant and discernible difference to the national security. Examples of the technologies developed under his direction are (1) the now widely available miniature GPS receivers (size of a pocket calculator), (2) low-cost satellites for communications and reconnaissance, and (3) micro-electronic technologies (GaAs, HgCdTe) for advanced processing and surveillance applications.

**1968 - 1978** SYSTEMS CONTROL, INC., Palo Alto, CA  
Executive Vice President

Dr. Tether started his career in 1968 when he and 6 colleagues started a company, Systems Control in Palo Alto California, and grew it to well over 400 employees by 1978. His expertise was in the application of Estimation and Control theory to military and commercial problems with particular concentration on the development, specification of procedures to perform real-time resource allocation and control.

#### OTHER PROFESSIONAL ACTIVITIES, MEMBERSHIPS, AND RECOGNITION:

National Intelligence Medal from the Director Central Intelligence, William Casey, 1986  
DOD Civilian Meritorious Service medal from Secretary of Defense, Casper Weinberger, 1986  
Army Science Board, ONDCP R&D Committee, Defense Science Board, NRAC  
Member of Sigma Xi, Eta Kappa Nu, Tau Beta Pi, and IEEE  
Listed in several Who's Who (World, America, Finance&Industry, Science&Engineering, West)



(b)(6) JONATHAN F. THOMPSON (b)(6)

### CAREER SUMMARY

Twenty years of experience executing and supervising corporate and marketing communications programs at the highest levels of U.S. corporations and government agencies. This includes senior positions with two business-to-business marketing communications agencies; the spokesman and senior communications officer for the nation's nuclear weapons laboratory; a top-10 advanced technology trade association, the world's largest association-managed trade show, the White House, NASA, and the U.S. Department of Energy. Responsibilities have included managing a \$35 million profit and loss center; and the strategic planning, corporate communications and public affairs functions for a Washington DC-based trade association. Experience includes working with, and being quoted or covered by, every major print and broadcast news organization.

### EMPLOYMENT HISTORY

#### **2000-2003**

Los Alamos National Laboratory  
Los Alamos, NM

On a Directed-Assignment: 1/5/2002 – 12/1/2002

U.S. Transportation Security Administration &  
Washington Office – Los Alamos National Laboratory  
Director of Communications and Public Information

The Transportation Security Administration is the U.S. government agency created following the 9/11/2001 terrorist incidents. This newly established agency oversees all aspects of aviation security including the development of regulations to screen travelers and baggage, as well as cargo shipped via the aviation industry. TSA is also responsible for coordinating security policies and procedures for all modes of transportation. Including rail, truck, marine and interstate pipelines.

Responsibilities: Directly responsible for the establishment and creation of the agency's communications and public affairs apparatus. This included the development of a communications staff strategy, message and positioning program for the agency. Also served as the agency's principal spokesperson with all national and international media. This position oversaw internal communications, consumer education and outreach, stakeholder relations, and media relations.

#### **Director – Communications and External Relations**

Los Alamos National Laboratory is the United States' primary institution responsible for the design, development and deployment of the nation's nuclear weapons arsenal. It is also the nation's lead laboratory for scientific and technical research efforts dedicated to detecting and identifying weapons of mass destruction including chemical, biological and radiological. This \$1.7 billion institution employs 10,000 scientists, researchers, security and administration personnel. Approximately one-third of the technical staff members are physicists, one-fourth are engineers, one-sixth are chemists and materials scientists, and the remainder work in mathematics and computational science, biological science, geo-science, and other disciplines.

Responsibilities: This newly created position serves as the senior communications officer for the Laboratory. Oversaw the strategic development and day-to-day direction of the Laboratory's public affairs, government relations and community relations' offices including a staff of 125 and a budget of \$10.0 million. This includes message and image development, and coordination with U.S. Department of Energy, the Department of Defense, and other national security agencies of the U.S. Government.

1999:

PGI, Inc.

Arlington, VA

Senior Vice President - Marketing Communications and Planning - PGI is a full-service event and marketing communications agency with expertise in experiential marketing. It aids organizations in brand development, messaging and positioning by creating strategic communications plans that leverage face-to-face selling and marketing opportunities. Founded in 1994 its client roster includes several dozen of the Fortune 150 companies. Its specialty areas include energy, entertainment, food & beverage, packaged goods, pharmaceutical, retailing and technology companies. PGI has 25 offices around the world including London, Paris, Singapore, and Vancouver. Visit: [www.pgi.com](http://www.pgi.com).

Responsibilities: Developed an in-house marketing communications function that worked with senior managers of client companies to develop and execute strategic communications programs. Activities include developing product and company launches, marketing communications programs, and public affairs strategies to influence government policy deliberations. Clients included leading technology, retail, and Web/Internet start-up companies.

1998 - 1999:

William J. Kircher & Associates

Washington, DC

Vice President - Client Strategy & Development

William J. Kircher & Associates is a full-service business-to-business advertising and marketing communications agency with expertise in brand development, positioning, and corporate event marketing. Clients have included national trade associations, trade and special events, technology companies, financial institutions, and information service providers. Its owner and principal executive has been a driving force with the company since its inception in 1963. WJK&A is recognized as one of Washington's leading marketing firms capable of promoting and developing strategic plans, advertising and marketing programs for intangible products such as services and events. In 1999 its capitalized billings exceeded \$33 million with a staff of 26 marketing communications strategists, writers, designers, media planners and production coordinators.

Responsibilities: Work with new and existing clients to develop long-range strategic communications and positioning programs. Also oversee all new business development, proposals and presentations. This hands-on position requires working closely with prospective and current clients' senior management, and the agency's media, writing, production, and graphic teams.

1994 - 1998: Three Assignments

Consumer Electronics Association - Nee: Consumer Electronics Manufacturers Association (CEMA)

Arlington, Virginia

Vice President - Communications & Strategic Relationships: 1/97 - 5/98

Vice President - Consumer Electronics Shows (CES®): 1/95 - 1/97

Staff Director - Corporate Communications: 2/94 - 12/95

A fast-paced and creative association, CEMA's primary mission is to expand consumer electronics markets internationally. CEMA is the only trade association representing the legislative, regulatory, technical, and public relations interests of consumer electronics manufacturers in the United States. CEMA works with the Congress, federal agencies, and other interested trade associations to influence government policies that will further develop and enhance the consumer electronics industry. It also sponsors, produces and manages the world's largest consumer electronics trade shows; and is a sector of the Electronics Industries Association (ELA).

Responsibilities: Developed and managed strategic relationships, corporate communications, and public affairs efforts for the entire trade association. This included developing advertising, media relations, online, publishing, and retailer outreach programs that promoted the \$70 billion consumer electronics industry and its products. Positions included considerable public speaking and group outreach activities. Also oversaw all strategic and day-to-day functions of the largest income producing division of the Association - the CES®. 1997 revenues exceeded \$35 million.

1993

Golin/Harris Communications, Inc.

Chicago, Illinois

Vice President: Issues Management-McDonald's Account

Golin/Harris, a part of Shandwick PLC, is among the world's largest independent public relations firms. It works with all aspects of marketing, communications and advertising on behalf of its clients. Clients include McDonald's, Chrysler Corp., Holiday Inn Worldwide, Midas International, Sony Corp., Glaxo, and Nintendo of America.

Responsibilities: Provide counsel and strategic direction to McDonald's media relations, government communications, business/financial communications, international and employment communications departments. Oversaw a staff of nine professionals and a budget of \$2,000,000.

1989 - 1992

Sierra Blanca Development Company, Inc.

Washington, DC, San Francisco, and Mexico City

Co-founder and Vice President for Development and Client Services

SBDC was a strategic communications company founded to serve as a resource for advanced technology, energy, and environmental firms seeking to do business with governments in Asia, Mexico, Eastern Europe, and the United States. SBDC specialized in identifying international marketing opportunities for companies, and establishing lines of communications between industry and governments.

Responsibilities: Develop marketing communications plans for client companies seeking to establish or expand international marketing presence in Asian, eastern European, and Latin American countries.

1984 - 1989: Political Appointment with the United States Government

1988-1989 - Fifth Assignment

The U.S. Department of Energy - Washington, DC

Executive Assistant to the Deputy Secretary

1986-1988: Fourth Assignment

The White House - Washington, DC

The President's Office of Science and Technology Policy

Executive Director

1986: Third Assignment

NASA - Washington, DC

Executive Assistant to the Deputy Administrator

1985: Second Assignment

The ACTION Agency - Washington, DC

Chief of Staff

1984: First Assignment

The White House - Washington, DC

Office of Presidential Personnel

Deputy Associate Director, National Security Programs

SPECIAL ASSIGNMENTS, PRIVILEGES and MEMBERSHIPS

- (b)(6)
- Former Member - Board of Directors - Northern New Mexico Council on Excellence in Education
- Former Member - Board of Advisors - WAMU Public Radio Washington DC - Washington's largest NPR affiliate
- U.S. Delegation to the 32nd International Atomic Energy Agency General Meeting, Vienna, Austria
- U.S. Delegation to the Joint U.S. - China Science and Technology Commission, Beijing, China

EDUCATION

B.A. University of Wisconsin - Madison, Wisconsin

## JAMES P. THOMAS

(b)(6)

### EXPERIENCE

#### *Special Assistant to the Deputy Secretary of Defense (2001-Present)*

- Serve as a principal civilian assistant and adviser to the Deputy. Serve as a liaison between the Secretary and the Office of the Under Secretary of Defense for Policy. Conduct special projects and chair working groups at the direction of the Deputy Secretary of Defense.

#### *Principal Drafter and Coordinator, Quadrennial Defense Review (2001)*

- On detail to the Immediate Office of the Secretary of Defense, led drafting team for the Quadrennial Defense Review. Formulated QDR terms of reference and defense strategy. Coordinated the QDR and negotiated text with senior representatives of OSD, the Joint Staff, Military Departments, and the Combatant Commands.

#### *Senior Assistant for Strategy, Office of the Under Secretary of Defense for Policy (1999-2001)*

- Led a DoD team developing alternative defense strategies and force planning constructs. Advised the Under Secretary of Defense on global naval presence and modifications to US overseas basing arrangements and security cooperation.

#### *Research Associate, International Institute for Strategic Studies, London (1998-1999)*

- Selected for one-year OSD detail assignment to conduct research on coalition operations. Served as a senior commentator on US defense policy and programs with European audiences. Organized and chaired conferences and seminars on defense-related topics for the Institute.

#### *Assistant for Counterproliferation, Office of the Under Secretary of Defense for Policy (1995-1998)*

- Spearheaded the US counterproliferation initiative at NATO to improve Allied chemical and biological defenses. Managed the work program of the NATO Senior Defense Group on Proliferation. Drafted and negotiated three NATO reports endorsed by Allied Defense Ministers.

#### *Presidential Management Intern, Department of Defense (1993-1995)*

- Completed developmental assignments throughout the Department of Defense, including in OSD, the Joint Staff and the Office of Program Analysis and Evaluation.

#### *Research Assistant to Ambassador Paul H. Nitze, Washington (1992-1993)*

- Researched and edited Ambassador Nitze's book, *Tension Between Opposites: The Theory and Practice of Politics*. Prepared speeches and opinion editorials.

#### *Analyst, Los Alamos National Laboratory, New Mexico (1992)*

- Conducted an analysis of foreign technological and political-military lessons learned by foreign countries from the 1991 Gulf War. Wrote studies on Iran, Iraq and India.

### MILITARY SERVICE

#### *Intelligence Officer (Lieutenant Commander), U.S. Naval Reserve (1993 – Present)*

- Serve as division head for European naval leadership studies in the Office of Naval Intelligence. Previously served as a watch officer in the National Military Joint Intelligence Center.

## **EDUCATION**

Master of Arts, Strategic Studies & International Economics,  
School of Advanced International Studies (SAIS), Johns Hopkins University (1993)

Master of Arts, Foreign Affairs, University of Virginia (1991)

Bachelor of Arts with High Honors, International Relations, College of William & Mary (1990)

## **PROFESSIONAL AFFILIATIONS**

Member, International Institute for Strategic Studies

Term Member, U.S. Council on Foreign Relations (1997-2002)

## **AWARDS**

Department of Defense Exceptional Civilian Service Medal (1997)

John M. Olin Fellowship (1992-1993)

Philip Merrill National Security Fellowship (1991-1993)

German Academic Exchange Service (DAAD) Fellowship (1990)

Koenig-Nimmo Foreign Affairs Senior Prize (1990)

## **PUBLICATIONS**

*The Military Challenges of Transatlantic Coalitions* (Oxford: Oxford University Press, 2000)

- Study examined the impact of a revolution in military affairs on the ability of Western countries to form coalitions and attain their strategic and operational objectives.

Principal drafter of numerous opinion editorials and articles for senior defense officials.

**Tommy T. Thomas**

(b)(6)

**COLONEL, US AIR FORCE (RETIRED) (DISABLED VETERAN)**

(b)(6)

**APPLYING FOR: Positions within the Office of the Secretary of Defense (OSD), Veterans Administration (VA), Corporation for National and Community Service and Secretary of the Air Force (SECAF). The positions are:**

- **Principal Deputy Under Secretary of Defense for Personnel and Readiness (OSD),**
- **Executive Director Employer Support of the Guard and Reserves, Defense Human Resources Activity (OSD),**
- **Inspector General (VA) Deputy Under Secretary for Memorial Affairs Management National Cemetery Administration (VA)**
- **Deputy Assistant Secretary for Human Resources (VA), Inspector General (Corporation for National and Community Service),**
- **Director Department of Defense Education Activity (OSD)**
- **Deputy Assistant Secretary for Force Management and Integration (SECAF)**

**PROFESSIONAL PROFILE:**

**I am a Senior Executive Leader with tons of Corporate and Federal Human Capital Management experience. Noted in the Department of Defense and Corporate Sectors as Subject Matter Expert (SME) and Luminary on organizational strategic planning, personnel management, contract management, wartime readiness, security operations, organizational solutions, transformation and policy guru. An exceptional leader, mentor, program manager and diplomat with a broad knowledge of human resources, security operations, resource management, mass media and base infrastructure on federal and foreign military installations.**

**Tommy T. Thomas**

**RELEVANT EXPERIENCE:**

**Led, mentored, and developed large groups of personnel, establishing highest levels of mission results and success, creating team synergy, building team commitment and maximizing team strengths. I have built a reputation for reorganizing operations, maximizing efficiency and minimizing costs. My wealth of experience includes the following:**

**Human resources management/recruiting/retention  
Personnel and compensation program development  
Strategic planning and resource/asset management  
Program development/implementation/ system integration  
Investigation management and findings evaluation  
Customer service/resolution management**

*What Senior Government Officials have said...Number One Officer in the wing or organization, brilliant at fixing problems and knows how to propel people and organizations to achieve at higher levels with higher standards. The epitome of leader, manager, integrity, commitment, and professional in any task or endeavor he is associated.*

**SELECTED ACCOMPLISHMENTS:**

- **Subject matter expert in the BearingPoint Defense Sector providing strategic guidance on Human Capital Matters, National Security, DoD, Federal and State issues to help agencies improve their performance, accountability and policies.**
- **Over 26 years as US Air Force officer, leading and mentoring large organizations. Proven ability to blend team-oriented leadership with strict accountability for results.**
- **Developed a cultural change strategy for the U.S. Air Force Academy, following allegations of repeated sexual harassment and assaults. Advocated forceful leadership, guiding senior Air Force leaders in these interventions.**
- **Initiated and led the first Air Force-wide Recruiting and Retention Summit, resulting in 210 initiatives later adopted by the Secretary of the Air Force and Chief of Staff, Air Force, in resolving major recruiting and retention problems.**
- **Initiated and negotiated a \$355M Air Force recruiting contract with a new marketing firm—saving \$150M for the Air Force over a five-year period.**
- **Masterminded, conceptualized and implemented the first ever “Integrated Base Defense Plan—later adopted by the Air Mobility Command as a model for the entire US Air Force enhancing base security and readiness and protecting nearly 40,000 base workforce and residents and \$11.7 billion in assets in support of Homeland Defense.**
- **Managed cradle to grave operations in the establishment and set up of a contingency base with a full infrastructure supporting 28 locations in 12 countries throughout Central and Southwest Asia. Efforts received the “most outstanding unit award with Valor” and were recognized as the best base in the Theater of Operations.**
- **For outstanding efforts working side-by-side the Prince of Sultan Oman and the United States Ambassador to Oman in the development and implementation of**

Tommy T. Thomas

internal security measures and for negotiating 40 plus security initiatives, breaking a ten-year cultural barrier, received commendation as a Model Diplomat and World-Class Statesman for the United States Air Force.

- Created a cohesive Human Resources organization as the United States Air Force National Capital Region Director of Personnel. Restructured the Personnel Directorate, reassigned personnel, and revived dormant personnel programs – improving team commitment and maximizing support and service to the White House and higher-level government and military organizations.
- Acknowledged for achieving the highest evaluation ever in base history for the Management Effectiveness Inspection at McChord Air Force Base, yielding 32 out of 39 excellent and outstanding ratings.
- Represented the Air Force in front of congressional leaders to negotiate improved military personnel policies and procedures.

*What Senior Government Officials have said “...the absolute best we have....warrior commander....savvy negotiator....world-class manager...superstar in most complex and sensitive personnel activity in AF ....pacesetter....AF genius on DESERT STORM Stop Loss policy—other services followed—President and SecDef approved....” (from official Evaluations)*

Consistent successes as advocate, liaison, negotiator and exemplary organizational leader are his trademarks. Solid professional preparation. Proven ability to direct programs and resources—and deliver outstanding results.

## RESULT

- Broke a 10-year logjam, working with Prince of Sultan Oman and U.S. Ambassador to Oman—securing authority for US Air Force to operate a major military base in Oman with fly-over rights, immediately prior to combat in Afghanistan and Iraq.
- Managed a \$134M construction project at McChord Air Force Base from inception to completion. Project was successfully completed three months ahead of schedule.

## SENIOR EXECUTIVE DIRECTOR HUMAN CAPITAL STRATEGY BEARINGPOINT MANAGEMENT AND TECHNOLOGY CONSULTING FIRM

Executive Strategic hire in the Public Services practice of BearingPoint Defense Sector a 500 Million dollar line of business where he provides a senior strategic perspective and consultative guidance on Human Capital Management and Department of Defense related issues. He provides guidance on BearingPoint core Human Capital Management solutions model to align, build, equip and enable organizations to critically align their workforce strategically with their missions and instill a result driven workforce. Provide agency leaders a Human Capital Management roadmap to deploy human capital strategy as a link to their business goals through Organizational Design, Workforce Transformation, Human Resource Optimization and Workforce planning. Provided comprehensive guidance on business development, market capture, and branding.

**Tommy T. Thomas**

## **RESULT**

- **Obtained two Human Capital contracts in the Office of the Secretary of Defense for Personnel and Readiness totaling \$7.5 Million. The contracts includes program management of the Congressionally mandated Sexual Assault and Prevention Response Office and total management of the Equal Opportunity and Diversity Management OutReach Cell Initiatives to better recruit and maintain a diverse workforce in DoD..**
- **Served as a strategic advisor to the BearingPoint Human Capital Solutions teams in the development of a business vision where a comprehensive mobilization plan was instituted for DCIPS and conducted human resources data analyses on duty titles, series and grades as related to NSPS job structures and pay bands.**
- **Collaborated with several federal agencies to implement sustainable and effective compliance programs.**

## **SENIOR INVESTIGATOR FOR GENERALS AND SENIOR EXECUTIVE SERVICE OFFICIALS**

**Initiated and pursued investigations of allegations of misconduct against Air Force general officers, senior civilians, and Presidential appointees, as directed by the Secretary of the Air Force, Chief of Staff of the Air Force, and the Air Force Inspector General.**

## **RESULT**

- **Coordinated investigative resources and activities by Major Commands, FOA, DRU, and Air Staff organizations to ensure that investigations were being conducted efficiently and effectively.**
- **Conducted one of the most complex and sensitive investigations ever conducted by the Inspector General's office: allegations that cases of sexual harassment and sexual assault at the U.S. Air Force Academy had not been properly or effectively pursued within the Academy—leading to a culture of denial and disrespect in the Academy and its relations with women cadets.**

**Prepared and presented reports of investigations to the Secretary and Chief of Staff of the Air Force and the Department of Defense**

## **RESULT**

- **Played a major role in convincing senior Air Force leaders that forceful intervention in the structure and culture of the U.S. Air Force Academy was required, in the wake of repeated allegations of sexual assaults and rapes, some of these allegations decades-old.**
- **Worked closely with the Secretary of the Air Force and Chief of Staff and their representatives to develop an intervention strategy that would effectively address the culture of “hear no evil, see no evil” at the Academy, particularly at the upper level of its leadership structure.**
- **Developed a proactive strategy, by which some senior Academy leaders were replaced and the entire leadership and cadet wing were engaged in an intensive**

**Tommy T. Thomas**

**Academy-wide process of education and sensitization to the seriousness of sexual harassment and assault as a problem that has to be addressed effectively at all levels of the Academy's organizational structure and culture.**

## **RESULT**

*What Senior Government Officials have said Recipient, Legion of Merit (First Oak Leaf Cluster). Praised for "superb ability to conduct difficult, complex Inspector General investigations....consistently produced accurate results...recognized expert in working the most difficult cases ....his direction and advice to the senior official investigating officers during the very volatile Air Force Academy sexual assault investigations were of paramount importance in arriving at solid answers...." (from official Evaluations)*

## **COMMANDER**

**62<sup>nd</sup> Mission Support Group — 62<sup>nd</sup> Airlift Wing  
McChord AFB — WA**

**Commanded a \$38.7M budget and civilian payroll, and 3,000+ personnel comprising the largest of four groups in the Wing, supporting 13,000+ military and civilian personnel, 124 housing and facility units, 26,000 retirees and dependents.**

## **RESULT**

- **Directed the ongoing and shifting work priorities and functional focus of nine squadrons: Aerial Port, Civil Engineers, Contracting, Communications, Civilian and Military Personnel, Security Forces, Services Morale and Welfare, Supply Logistics Readiness and Transportation.**
- **Supported two Wings and various Air Combat Command units, including the Western Air Defense Sector.**
- **Established a new Base in OMAN by directing construction of facilities, contract negotiation for local support through the acquisition of supplies, equipment, and anti-terrorism security measures impacting over 10,000 deployed personnel while executing the United States national security objectives.**

**Directed high-stakes, high-profile projects in support of the Global War on Terrorism (GWOT). Led series initiatives at McChord Air Force Base, Southwest Asia and Oman.**

## **RESULT**

- **Deployed to Seeb North Air Base, Oman, provided direct mission support for U.S. and Coalition efforts in Afghanistan and Iraq.**
- **Successfully negotiated approval to install state-of-the-art mobile perimeter intrusion detection system and over 40 other security initiatives with Oman's most senior military officials.**
- **Successfully ended a 10-year logjam in obtaining approval from the Government of Oman to enable the U.S. to establish a direct combat support base in Oman, with fly-over rights to Afghanistan and Iraq.**

**Tommy T. Thomas**

- **Successfully negotiated joint training with the Royal Oman Air Force, with explosive ordnance demolition technicians and firefighters.**
- **Recipient of the Outstanding Unit Award with Valor—praised as running the “best base in Southwest Asia**

#### **EVALUATION OF PERFORMANCE**

*What Senior Government Officials have said “....truly exceptional....tremendous record of success....phenomenal group commander.... won AMC’s Curtis E. LeMay award for Best Services Squadron in 2001....led AMC’s #1 Personnel Reliability Program, 1 of only 2 bases in the AF with zero deficiencies in 5+ years....excels in any environment....masterminded first-ever Air Base Battle Plan protecting people and \$11.7B in aircraft/ resources....negotiated 40-plus security initiatives with Oman’s Senior Military officials; broke 10-year cultural barrier....” (from official Evaluations)*

#### **ASSISTANT DEPUTY FOR MILITARY PERSONNEL**

**Office of the Deputy Assistant Secretary of the Air Force for Force Management and Personnel**

**Supervisor: Ruby DeMesme: 703-946-2979 may be contacted**

**Primary policy and program advisor to the Deputy Assistant Secretary regarding all matters related to military personnel, quality of life, readiness, support, and force structure programs. Evaluated compliance, functionality, and performance of existing policies, plans, and programs supporting military and civilian personnel recruiting, training, promotion, and retention operations. Developed new systems, improving program and organizational effectiveness, as well as securing mission readiness. Facilitated appellate functions, policy-making forums, developed congressional testimony, legislative proposals, and policy statements on major defense programs.**

#### **RESULT**

- **Conducted analyses and formulated specific policy recommendations and statements on recruitment, training, promotions, assignments, retirements, OPSTEMPO, and retention programs. Developed positions and action plans for force structure and resource allocation decisions.**
- **Represented the Assistant Secretary in DoD, Joint, Secretary of the Air Force (SAF), and Air Staff policy-making forums and decision groups. Developed congressional testimony, legislative proposals, posture and policy statements on major Defense and Air Force programs and proposed initiatives.**
- **Initiated and led first-ever Air Force-wide Recruiting and Retention Summit meeting to develop a personnel strategy plan to meet congressional mandated end strength recruiting goals which resulted in 210 actionable initiatives that impacted the ability of the Air Force to recruit and retain talented officers and enlisted personnel.**

#### **EVALUATION OF PERFORMANCE**

*What Senior Government Officials have said “....outstanding leader and performer...a real pro....natural leader....skillfully worked with OSD....powerful negotiator.... cornerstone in one of our toughest and diverse divisions.... takes on tough issues and will excel anywhere....” (from official Evaluations)*

**Tommy T. Thomas**

**DIRECTOR OF PERSONNEL  
HQ, 11<sup>th</sup> Wing — Bolling AFB  
Washington, DC**

**Directed all military personnel actions for over 24,000 Air Force personnel assigned to the National Capital Region and over 500 Worldwide locations who were responsible for providing support to the White House, Office of the Secretary of Defense, Joint Chiefs of Staff and other Air Force Elements.**

**RESULT**

- **Provided policy guidance for customers on officer and enlisted evaluation systems, promotions, separations and retirements, quality force, readiness, awards and decorations, Professional Military Education and other professional training.**
- **Developed a new Personnel Strategic Plan for the Wing and led Civilian Personnel and Military Personnel under the Director of Personnel for the National Capital Region at Bolling Air Force Base**
- **Developed a new marketing strategy to recruit the most talented personnel to the 11th Wing.**

**EVALUATION OF PERFORMANCE**

*What Senior Government Officials have said “....visionary thinker—cogently produced Personnel Strategic Plan....outstanding document ....catalyst behind DP’s marketing plan supporting wing’s strategic objective to recruit the best talent to the 11th Wing....senior leadership approved plan....personnel postured for 21st century....hallmark leader....flawless performance....” (from official Evaluations)*

**COMMANDER**

**92<sup>nd</sup> Mission Support Squadron**

**Commanded a 280-person unit and managed an operating budget of \$1.3M and all programs providing support to 22,800 personnel, family members, and retirees.**

**EVALUATION OF PERFORMANCE**

*What Senior Government Officials have said “....outstanding performance as Chair of wing Disaster Control Group during critical hours following hospital shooting and a class A mishap....hard-charging negotiator....masterfully worked the FY94/95 civilian drawdown with zero RIF actions and minimal impact....superb contribution....top one percent in every aspect of the AF....his unit received six ‘Excellent’ ratings out of six major categories....natural leader....” (from official Evaluations)*

**Tommy T. Thomas**

**EDUCATION — ADVANCED PROFESSIONAL TRAINING**

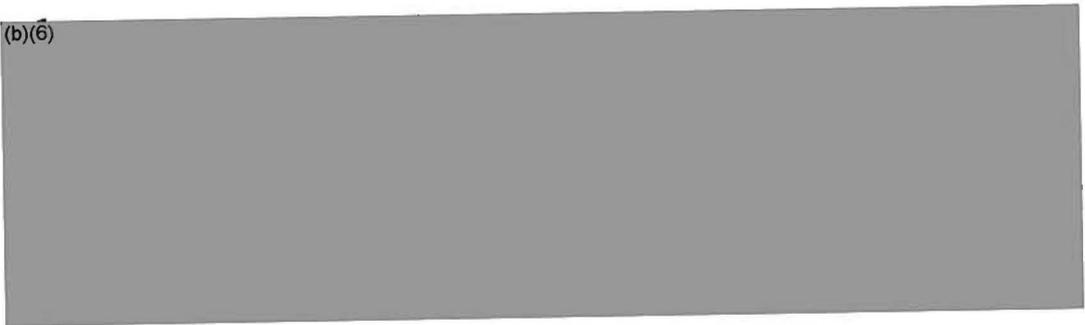
**MS, National Resource Strategy  
National Defense University — 1999**

**MA, Mass Communications  
University of Wisconsin-Superior — 1981**

**Yale University- Senior Executive Leadership Course 2008**

**REFERENCES**

(b)(6)



(b)(6)

**David N. Tornberg, MD.**

(b)(6)

**Education -**

Medical College of Wisconsin, Candidate MPH. 2002  
 Columbia University, College Physicians & Surgeons, MD. 1973.  
 U.S. Navy Nuclear Training Program, Certified Nuclear Plant Supervisor. 1966.  
 United States Naval Academy, BS. 1964. Double major, Mathematics and Naval Engineering.

**Experience -****Newport News Shipbuilding** Newport News, Va. - 1999 to Present

(b)(6) Medical Director, for the nations largest private shipyard with 18,000 onsite employees.

- Responsibilities: management of occupational medicine services, operational director for 26 EMT- fire fighters, OSHA surveillance program, workers compensation, Medical Review Officer, consultant to ergonomics, safety, industrial hygiene, environmental services, employee benefits, and personnel.

**The Flying Hospital Inc. / Operation Blessing International**

Virginia Beach, Va. - 1998 to 1999

Team Orthopaedic Surgeon and member Medical Advisory Committee for this international humanitarian medical relief organization with missions to: Equador, Brazil, and Bolivia.

**HAMPTON ROADS ORTHOPAEDIC ASSOC.**

Newport News, VA - 1977 to 1998

(b)(6) Partner, five-member private practice group.

- Orthopaedic Surgical Practice with specialty concentration in occupational medicine and sports medicine
- Merged with Tidewater Physicians Multispecialty Group 1996.

**RIVERSIDE REGIONAL MEDICAL CENTER**

Newport News, VA - 1977 to Present

576-Bed Teaching Hospital with 321 Active Medical Staff.

Medical Staff *President*, Vice President, Secretary/Treasurer and seven-year member Executive Committee.

- Past Chairman: Credentials, Emergency Room, Patient Education and Sports Medicine Committees.
- Sports Medicine Clinic Director, 1979 to 1985.
- Preceptor/Lecturer, Riverside Family Practice Residency Program, 1977 - 1990.
- Chairman, Assistant Athletic Trainers Course, 1979-1985.
- Emeritus Staff, 1998

**MARY IMMACULATE HOSPITAL**

Newport News, VA - 1980 to Present

- Attending Orthopaedic Surgeon. 1980-1998; Emeritus Staff, 1998

**PHYSICIAN CARE INC.**

Newport News, VA - 1983 to 1989

- Founding *Chairman* and *CEO*. Preferred Provider Organization for 240 physician stockholder participants.

**COLUMBIA UNIVERSITY HOSPITALS**

New York - 1972 to 1977

- Roosevelt Hospital, General Surgery, 1973 to 1974.
- New York Orthopaedic Hospital, Columbia Presbyterian Medical Center, Resident and Jr. Annie C. Kane Fellow in Orthopaedic Surgery, 1974 to 1977.
- Orthopaedic Research Laboratory, 1972 to 1977. Electron microscopy/Histology: Basic research induction of osteogenesis and descriptive morphology of cartilaginous tumors.

**UNITED STATES NAVY**

1964 to 1969

- Lieutenant, U.S.N., qualified submariners and certified supervisor Naval Reactors and Propulsion Plants.
- Department Head, Operations and Communication for Fleet Ballistic Missile Submarine, 1968 to 1969. Division Officer, Engineering, 1966 to 1968.

**David N. Tornberg, MD, FACS**

Page 2

**Licenses/Certifications/Associations -**

Diplomate American Board of Orthopaedic Surgery, 1978.  
 Diplomate Am. Board Medical Examiners #132655, 1974. Recertify Part III, 1994.  
 Fellow American Academy Orthopaedic Surgeons, 1981.  
 Fellow American College of Surgeons, 1984.  
 Medical Review Officer Certification # 99-03878  
 ACLS, ATLS, & PALS, 1999  
 New Jersey Medical License # MA 68529  
 Virginia Medical License # 0101-028486.  
 New York Medical License #120493, 1973 to 1978.  
 Florida Medical License in activation process

**Awards -**

Riverside Family Practice Residency Program, Outstanding Specialty Surgeon  
 Peninsula Sports Club Directors Award  
 Peninsula District Coach Association, Public Service Award  
 Virginia State High School Athletic Directors Association Award

**Professional Memberships -**

American College of Occupational and Environmental Medicine  
 American College of Surgeons  
 American Academy of Orthopaedic Surgeons  
 Arthroscopy Association of North America  
 Newport News Medical Society  
 Medical Society of Virginia  
 Virginia Orthopaedic Association

**Activities -**

Medical Society Virginia Committees: Sports Medicine and Alternative Health Care Systems,  
 1983 to 1995.  
 Executive Board Peninsula Council Boy Scouts of America; Chairman Explorer Scout Program,  
 1985 to 1987.  
 Orthopaedic Consultant for area high school teams, 1979 to 1990.

**Publications -**

"The Ultra Structure of Chondromyxoid Fibroma: Its Biologic and Diagnostic Implications." *Clinical Orthopaedics and Related Research*. 95:295, 1973.  
 Ibid: *Bone and Joint Surgery*, 55A:650, 1973.  
 "Multicentric Giant-Cell Tumors in the Long Bones," *Journal of Bone and Joint Surgery*. 57A:420, 1975.  
 "Protein Polysaccharide Activation of the Resting Periosteum: A Light and Electron Microscope Study." *Journal of Bone and Joint Surgery*. 57A:577, 1975.  
 "Activation of the Resting Periosteum." *Clinical Orthopaedics and Related Research*. 129:305, 1977.  
 "Operative Repair of Acromioclavicular Dislocations." *Journal of Trauma*. 18:709, 1978.  
 "The Operative Treatment of Shoulder Deformities in Obstetrical Palsy." Proceedings Annual Meeting of the American Academy of Orthopaedic Surgeons, Dallas, Texas. February, 1978.  
 "Computerized Tomographic Demonstration of Rotational Atlanto-Axial Fixation." *Journal Neurosurgery*. 50:115, 1979.

# JAMES JOYE TOWNSEND JR.

(b)(6)



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## EXPERIENCE HIGHLIGHTS

- Over 25 years experience in government, non-profit work and academia.
- Respected authority on transatlantic relations; well known in US and European defense and foreign policy circles, at NATO and in the EU.
- At DoD, helped shape post-Cold War Europe by managing annual \$100 million assistance program to prepare former Warsaw Pact militaries for NATO membership.

## EMPLOYMENT HISTORY

### The Atlantic Council of the United States

**2006 - Present**

- Vice President and Director of the Program on International Security

Inherited business unit in deep deficit; set new record by bringing it to solvency within one year by attracting eleven new industry and government funders.

Under the Chairmanship of General James L. Jones, built a Strategic Advisors Group of leading US and European security experts to provide policy recommendations on transatlantic security issues, such as rebuilding Afghanistan and reforming transatlantic institutions, especially NATO.

Re-energized The Atlantic Council by launching high profile conferences on critical security issues of the day, including US relations with Russia, missile defense, and operations in Afghanistan and the Balkans.

Developed a strategic outreach program featuring important newsmakers, such as CENTCOM commander General David Petraeus, CIA Director Hayden, Under Secretary of State Nick Burns, to provide their views on US policy to a widespread Washington audience outside the USG.

### Office of the Secretary of Defense

**2002 - 2006**

- Principal Director, European and NATO Policy
- Director of NATO Policy

Negotiated European participation in NATO and coalition operations in Afghanistan and Iraq; used new funding and support programs to ensure European partners had the military equipment and training required to deploy and operate in-theater.

Developed significant initiatives for the NATO Summits in Prague, Istanbul and Riga to improve Alliance military capability, including the NATO Response Force and a streamlined

NATO command structure.

Calling on long-standing relationships, worked closely with colleagues throughout Europe to improve bilateral communications and devise initiatives to shore up US relations with Allies and Partners weakened by the war in Iraq, with a particular focus on US-German and US-French military relations.

### **US Mission to NATO**

**1998 - 2002**

- Director, Defense Plans Division

Used winning negotiating skills to strengthen the Alliance stance against terrorism, to begin work on missile defense and to implement force goals that moved Allied forces from a static posture to become more deployable for missions outside Europe.

Led the implementation at NATO of the Defense Capabilities Initiative, which identified and developed solutions for Alliance capability shortfalls; worked with Allies to reform national force structures, and worked closely with the new Allies to improve their interoperability with NATO.

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

**1990 - 1998**

- Deputy Director, European Policy
- Country Director, Northern Europe

Implemented an annual \$100M funding program (the “Warsaw Initiative”) to get Partnership for Peace (PFP) members ready for NATO membership.

Developed and funded dozens of creative DoD programs to improve interoperability with PFP partners, such as: upgrading air traffic management capabilities, establishing Partner computer links to NATO, and assisting Partner Ministries of Defense with planning and budgeting.

### **Defense Security Cooperation Agency**

**1983 - 1990**

- Office of the Comptroller
- Operations Division

Conceived and implemented with Bankers Trust an FMS debt refinancing program which, by refinancing the interest rates on older, high interest US guaranteed loans, reduced by millions the debt burden of US arms sales customers who financed their purchases by borrowing from the US Government.

Worked in all aspects of the financial side of US arms sales, including developing creative financing packages to fund arms sales, putting together “cash flow” financing for large purchases, managing the FMS credit and grant program, dealing with debt repayment problems.

With US industry, spearheaded efforts to market and sell US military equipment in Europe, including F-16s to Portugal, F-18s to Finland, and naval systems to Spain.

## **ADDITIONAL WORK EXPERIENCE**

- Office of Congressman Charles E. Bennett (D/FL)
- Department of State, Bureau of International Organization Affairs
- Arms Control and Disarmament Agency - worked on START and INF issues
- Direct Commission, US Navy Reserve - specialty in air intelligence
- Adjunct Professor of International Relations at the American University

## **EDUCATION**

**Duke University**, B.A. in History and Political Science (1979), with honors

**Johns Hopkins SAIS**, M.A. in International Economics and US Foreign Policy (1982)

## **HONORS**

- Appointed to Senior Executive Service in 1998
- Presidential Rank Award (Meritorious Executive)
- The Secretary of Defense Meritorious Civilian Service Award
- Office of the Secretary of Defense Exceptional Civilian Service Award (twice)
- US Army Superior Civilian Service Award
- The Office of the Secretary of Defense Award for Excellence

References and additional information provided upon request.

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**Celeste A. Wallander**

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**Employment**

**American University, Washington, DC**

Associate Professor, School of International Service

January 2009-present

- Teaching courses on international relations, international security and conflict, international security institutions, the geopolitics of energy in Eurasia, foreign and security relations in Russia/Eurasia

**Executive Director, Eurasian Strategy Project/Program on New Approaches to Russian Security**

July 1997-present

- Founder of transnational network of the leading scholars/analysts in the US and Russia/Eurasia on security affairs. Founded at Harvard; operated at the Council on Foreign Relations, the Center for Strategic and International Studies, and Georgetown University
- Raised \$5million+ in foundation support (Carnegie Corporation of New York and MacArthur Foundation); managed budgets and financial reporting
- Organized annual conferences and periodic workshops in Washington DC, various American university cities, Russia, Ukraine, and Georgia
- Supervised member network of 70-plus experts
- Editor of policy memo series with 470+ publications on issues covering arms control, conventional military, NATO and European security institutions, transnational threats, foreign policy and bilateral relations in the region, economic and business developments, and domestic politics throughout Eurasia

**Georgetown University, Washington, DC**

Visiting Associate Professor, School of Foreign Service

August 2006-December 2009

- Teaching courses on international relations, international security, international security institutions and conflicts, the geopolitics of energy in Eurasia, foreign and security relations in Russia/Eurasia

**Center for Strategic and International Studies, Wash DC**

July 2001-July 2006

Director and Senior Fellow, Russia and Eurasia Program

- Directed and managed research and administrative staff for policy analysis on Russia and Eurasia; built a 2-person program into one of Washington's most comprehensive and active policy centers with a staff of up to 20 scholars, practitioners, and junior staff
- Raised and managed a program budget of \$1million+ annually (from foundations, corporations, and U.S. government)
- Conceived and directed regular and periodic seminars and conferences on multiple issues in Russia and Eurasia; worked with other regional and issues-based programs at CSIS in collaborative research and meetings
- Served as analyst for media, U.S. government agencies, congressional staff and committees, NGOS, and policy institutes in the U.S., Europe, and Eurasia
- Published scholarly and public policy books, articles, reports, and op-eds

**Council on Foreign Relations, Washington, DC**

July 2000-June 2001

Senior Fellow, Europe Studies

- Conducted research on the economic bases for Russian national security policy, Russia-NATO relations, and U.S.-Russian relations
- Served as analyst for media, U.S. government agencies, congressional staff and committees, NGOS, and policy institutes in the U.S., Europe, and Eurasia
- Published scholarly and public policy books, articles, reports, and op-eds

**Harvard University, Cambridge MA** July 1989-June 2000  
Associate Professor (1995-2000) and Assistant Professor (1989-1995), Department of Government

- Taught courses on international relations, international security, conflict and security studies, international security institutions, foreign and security relations in Russia/Eurasia
- Served on university and department committees; advised undergraduate, MA, and Ph.D. students; supervised theses at all student levels; advised visiting scholars
- Published scholarly and books, articles, as well as related public policy analysis

**Education**

**Yale University, New Haven CT** September 1983-May 1990  
Ph.D. in Political Science (1990)

- Dissertation title: *"Use of Force and the Economy of Power: Soviet Behavior in International Crises"*

M.Phil. (1986) and M.A. (1985) in Political Science

**Northwestern University, Evanston Illinois** September 1980-June 1983  
B.A. in Political Science, summa cum laude (1983)

**Reed College, Portland OR** September 1979-June 1980  
Liberal education courses; transferred to Northwestern University

**Campaign Policy Experience, Obama for America**

Foreign Policy Committee Member February 2007 – November 2008

- Russia/Eurasia and Europe Teams
- With team leads, wrote and updated original policy background papers
- Contributed to original debate prep and Q&A; updated throughout campaign
- Drafted and edited with team lead the "Fact Sheet" on Russia/Eurasia; contributed on Europe
- Drafted and edited press statements as needed with team lead, including series of statements on Russia-Georgia crisis in August-September 2008
- Wrote, edited, and submitted daily press background Q&As on Russia/Eurasia in coordination with team lead, including clearance coordination with other committee teams; contributed to Europe daily press background Q&As; served on NATO daily press guidance team
- Drafted, edited, and contributed to other materials as requirements arose during primary and general election
- Served as surrogate on Russia and Ukraine as requested; speeches on Obama Russia/Eurasia policy

**Congressional Testimony and briefings**

- Testimony for the hearing "Looking Forward to the Medvedev Administration in Russia," U.S. Commission on Security and Cooperation in Europe, United States Congress, 8 May 2008
- Guest Speaker, "What the 'New' Russian Leadership Means for U.S. Policy," Aspen Congressional Breakfast program, 3 April 2008
- Testimony for the hearing "Freedom Denied: Belarus on the Eve of the Elections," before the United States Helsinki Commission, U.S. Congress, 9 March 2006.
- Testimony for the hearing "U.S. Policy Toward Russia," before the Senate Foreign Relations Committee, U.S. Congress, 21 June 2005
- Testimony for the hearing "Developments in U.S.-Russian Relations," before the House Subcommittee on Europe and Emerging Threats, U.S. Congress, 9 March 2005.
- Testimony for the hearing "Russia's Policies Toward the Axis of Evil: Money and Geopolitics in Iraq and Iran," House Committee on International Relations, U.S. Congress, 26 February 2003
- Testimony on Russian foreign policy in Asia, Subcommittee on East Asia and the Pacific, House International Relations Committee, 15 November 2001

#### **Selected Professional Service, Memberships, and Honors**

- Member of the Editorial Board, *The Washington Quarterly*, 2006-
- Chair, Russian-Ukrainian Relations Task Force of the U.S.-EU Partnership Committee, Center for Strategic and International Studies, 2006-
- Consultant, U.S. Policy Toward Eurasia Initiative of the Carnegie Corporation of New York, 2006-8
- Member, U.S.-Russian Working Group against HIV/AIDS, East-West Institute, 2003
- Member, Council on Foreign Relations
- Trustee Fellow, Center for Strategic and International Studies, 2003-2005
- Visiting Scholar, Freie Universität, Berlin, 1996
- German Marshall Fund Fellowship for Study of Germany by Younger U.S. Scholars, 1992
- Visiting Scholar, die Deutsche Gesellschaft für Auswärtige Politik, Bonn Germany, 1992
- Social Science Research Council/MacArthur Foundation Program in International Peace and Security Studies Fellowship, 1987-1989
- National Science Foundation Graduate Fellowship, 1984-1987
- Phi Beta Kappa, 1983

#### **Selected Publications**

- *Russia Watch: Essays in Honor of George Kolt* (with Eugene Rumer). Washington DC: CSIS Press, 2007.
- *Swords and Sustenance: The Economics of Security in Belarus and Ukraine* (with Robert Legvold). Cambridge: The MIT Press, 2004.
- *Mortal Friends, Best Enemies: German-Russian Cooperation after the Cold War*. Ithaca: Cornell University Press, 1999.
- *Imperfect Unions: Security Institutions over Time and Space* (with Helga Haftendorn and Robert O. Keohane). Oxford: Oxford University Press, 1999.
- *The Sources of Russian Foreign Policy After the Cold War*. Boulder: Westview Press, 1996.
- "Russia: the Domestic Sources of a Less-than-Grand Strategy," in *Strategic Asia 2007-2008: Domestic Politics, Internal Change, and Grand Strategy*, edited by Ashley Tellis and Michael Willis, (Seattle WA: NBR, 2007)
- "Global Challenges and Russian Foreign Policy," in *Twenty-First Century Russian Foreign Policy and the Shadow of the Past*, edited by Robert Legvold (New York: Columbia University Press, 2007)
- "Russian Transimperialism and its Implications," *The Washington Quarterly*, Vol. 30, number 2 (Spring 2007), pp. 107-122.
- "Russian Politics and HIV/AIDS: the Institutional and Leadership Sources of an Inadequate Policy," in *HIV/AIDS in Eurasia*, edited by Judyth Twigg, (New York: Palgrave, 2007)
- "Suspended Animation: The U.S. and Russia after the G-8," *Current History* (October 2006), pp. 315-320.
- "How not to convert gas to power," *International Herald Tribune*, 6 January 2006.
- "Russian views on nonproliferation," *Policy Memo Series #371 (December 2005), Program on New Approaches to Russian Security*.
- "Ukraine's Election: The Role of One International NGO," Published in Russian by *Mezhdunarodnaya Zhizn* (April 2005), and in English and Ukrainian (May 2005).
- "NATO's Price," *Foreign Affairs*, Vol. 81, No. 6 (November-December 2002), pp. 2-8.
- "Institutional Assets and Adaptability: NATO after the Cold War," *International Organization*, Vol. 54, no. 4 (Autumn 2000), pp. 705-736.
- "Third-world conflict in Soviet military thought: does the 'new thinking' grow prematurely grey?" *World Politics*, Vol. 42 (October 1989), pp. 31-63.
- *The Geopolitics of Energy in Eurasia*, book manuscript

#### **Languages**

(b)(6)

#### **References**

Available upon request

John J. Walsh

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**OBJECTIVE:** Guiding the evolution of DoD training ranges to meet the demands of transformation and the requirements of sustainability.

**SUMMARY:** Over 30 years experience in DoD, both as civilian and military, served at major command, service staff, and OSD, extensive work with all Services in all aspects of readiness and training.

**ACCOMPLISHMENTS:**

**Analysis of Training Issues** Providing staff leadership and, in collaboration with Services, establishing the analytical framework for the DoD initiative on Sustainable Ranges.

**Knowledge of Organizations** Active member of NTSA, both as committee member and sponsor for their only special study (on industry views of embedded training).

**Manage Research** Sponsor of the research project that established JMETLs as the basis for the joint training system.

**Present to Forums** Leading speaker on opportunities for test and training cooperation to government and industry groups.

**Team Management** Successfully integrated staffs and systems to expanded Force Management Division in USAREUR from 35 to 110 personnel.

**Resource Management** Over 25 years experience in securing resources for programs in the DoD planning, programming, and budgeting system.

**AWARDS:**

- Army Medal for Meritorious Civilian Service**
- Defense Medal for Exceptional Civilian Service**

**John J. Walsh (page 2)**

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**EXPERIENCE:**

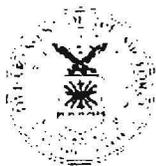
- 1990 - 2002     Assistant Director, Collective Training (GM-15), Office of Deputy Under Secretary of Defense (Readiness)**
  
- 1988 - 1990     Readiness Analyst (GM-15), Office of Deputy Under Secretary of Defense (Readiness)**
  
- 1984 - 1988     Deputy Chief (GM-15), Force Management Division, Headquarters United States Army, Europe**
  
- 1978 - 1984     Senior Operations Research Analyst (GM-15), Office of the Assistant Secretary of Defense Manpower, Installations, & Logistics**
  
- 1972 - 1978     Manpower Analyst (GM-13), Office of the Chief of Staff, Program Analysis and Evaluation Division, Department of Army**
  
- 1969 - 1972     Mathematics Teacher, Fairfax County High Schools**
  
- 1965 - 1969     Captain, United States Army**

**EDUCATION:**

**Graduate of National War College  
Master of Science in Mathematics from George Mason University  
Bachelor of Science in Education from Ohio State University.**

**PERSONAL:**

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# BIOGRAPHY

UNITED STATES AIR FORCE

## MAJOR GENERAL CHARLES J. WAX

(b)(6)

**Retired effective Oct. 1, 2002**

Maj. Gen. Charles J. Wax is Commander, Army and Air Force Exchange Service, with headquarters in Dallas, Texas. General Wax commands a \$7.5 billion retail, food and services business that operates approximately 12,000 facilities in 29 countries and 50 states. AAFES employs more than 52,000 associates, many of them military family members. The exchange service is a military organization that provides quality merchandise and services at uniformly low prices to active duty, National Guard, Reserve members, military retirees and their families. AAFES returns its earnings to the Army and Air Force to help fund quality of life programs for military families.

General Wax graduated from the U.S. Air Force Academy in 1969 and completed pilot training the following year. His early assignments include flying the C-141 and C-130, and serving at a forward operating location in Thailand.

The general was one of two team chiefs in the Southwest Asia Airlift Control Center responsible for the evacuation of Saigon, South Vietnam, and Phnom Penh, Cambodia.

General Wax has served at the Air Force Office of Information, handled strategic airlift assignments for Air Force personnel operations, and managed secretary of defense competitive strategy programs. He also served as the Director of Plans and Programs, Headquarters U.S. European Command, Stuttgart, Germany. General Wax's assignments include commanding a provisional airlift wing during operations Desert Shield and Desert Storm, two stateside airlift wings and the Tanker Airlift Control Center, as well as the Army and Air Force Exchange Service. He is a command pilot with more than 4,600 flying hours.

### EDUCATION:

1969 Bachelor's degree in international relations and political science, U.S. Air Force Academy, Colorado Springs, Colo.

1973 Squadron Officer School, Maxwell Air Force Base, Ala.

1977 Air Command and Staff College, Maxwell AFB, Ala.

1979 Master's degree in systems management, University of Southern California

1981 National Security Management Course

1987 National War College, Fort Lesley J. McNair, Washington, D.C.  
1993 Executive Development Course, University of New Hampshire  
1997 Seminar XXI, Foreign Political and International Relations, Massachusetts Institute of Technology

## **ASSIGNMENTS:**

1. July 1969 - August 1970, student, pilot training, Webb AFB, Texas
2. August 1970 - November 1973, C-141 pilot, 14th Military Airlift Squadron, Norton AFB, Calif.
3. November 1973 - August 1975, C-130 pilot, 374th Tactical Airlift Wing, Clark Air Base, Philippines
4. August 1975 - June 1978, action officer, Community Relations and Public Information divisions, Office of the Secretary of the Air Force Office of Information, Washington, D.C.
5. June 1978 - June 1979, special assistant, Secretary of the Air Force Office of Information, Washington, D.C.
6. June 1979 - October 1981, C-141 pilot; chief of squadron operations and squadron standardization; assistant operations officer; and wing executive officer, 438th Military Airlift Wing, McGuire AFB, N.J.
7. October 1981 - June 1982, Assistant Chief, Flight Standards Division, Headquarters 21st Air Force, McGuire AFB, N.J.
8. June 1982 - April 1984, Chief, Strategic Airlift Assignments, Headquarters Air Force Manpower and Personnel Center, Randolph AFB, Texas
9. April 1984 - July 1984, C-141 advance flight instructor pilot, 443rd Technical Training Squadron, Altus AFB, Okla.
10. July 1984 - July 1986, Commander, 443rd Technical Training Squadron, Altus AFB, Okla.
11. July 1986 - June 1987, student, National War College, Fort Lesley J. McNair, Washington, D.C.
12. June 1987 - July 1989, Director, Competitive Strategies Office, Office of the Secretary of Defense, Washington, D.C.
13. July 1989 - February 1990, Assistant Chief of Staff, Headquarters Military Airlift Command, Scott AFB, Ill.
14. February 1990 - September 1991, Vice Commander, 60th Military Airlift Wing, Travis AFB, Calif. (Commander, 1640th Tactical Airlift Wing (Provisional), operations Desert Shield and Desert Storm)
15. September 1991 - June 1993, Commander, 314th Airlift Wing, Little Rock AFB, Ark.
16. June 1993 - November 1995, Vice Commander, later, Commander, Tanker Airlift Control Center, Headquarters Air Mobility Command, Scott AFB, Ill.
17. November 1995 - November 1996, Commander, 89th Airlift Wing, Andrews AFB, Md.
18. November 1996 - December 1996, Director of Forces, Deputy Chief of Staff for Plans and Operations, Headquarters U.S. Air Force, Washington, D.C.
19. January 1997 - July 1998, Director of Joint Matters, Deputy Chief of Staff for Air and Space Operations, Headquarters U.S. Air Force, Washington, D.C.
20. July 1998 - June 2000, Director of Plans and Policy, Headquarters U.S. European Command, Stuttgart, Germany
21. June 2000 - present, Commander, Army and Air Force Exchange Service, Dallas, Texas

## **FLIGHT INFORMATION:**

Rating: Command pilot  
Flight hours: More than 4,600

Aircraft flown: T/CT-39, C-130, C-141, C-5B, C-20, C-21, UH-1N, C-17A and KC-135R

**MAJOR AWARDS AND DECORATIONS:**

Defense Distinguished Service Medal  
Distinguished Service Medal with oak leaf cluster  
Defense Superior Service Medal  
Legion of Merit with oak leaf cluster  
Defense Meritorious Service Medal  
Meritorious Service Medal with three oak leaf clusters  
Air Medal  
Air Force Commendation Medal

**PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS:**

Airlift Tanker Association  
Order of Daedalians  
Air Force Association

**EFFECTIVE DATES OF PROMOTION:**

Second Lieutenant Jun 4, 1969  
First Lieutenant Dec 4, 1970  
Captain Jun 4, 1972  
Major Jun 1, 1980  
Lieutenant Colonel Mar 1, 1984  
Colonel Jul 1, 1988  
Brigadier General Jul 15, 1994  
Major General Aug 1, 1997

(Current as of October 2002)



Matthew C. Waxman  
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### MATTHEW C. WAXMAN

(b)(6)

#### EXPERIENCE

Coalition Provisional Authority (CPA) of Iraq  
*Director of Security & Justice Affairs, Washington, DC*

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National Security Council, The White House  
*Director for Contingency Planning and International Justice (2002-present)*  
*Executive Assistant to the National Security Advisor (2001-2002)*

(b)(6) 2003-present  
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Justice David H. Souter, United States Supreme Court  
*Law Clerk*

(b)(6)

2001-2003

2000-2001

Chief Judge Joel M. Flaum, U.S. Court of Appeals for the Seventh Circuit, Chicago, Ill. *Law Clerk* 1999-2000

Shea & Gardner, Washington, D.C.  
*Summer Associate*

Summers 1998, 1999

RAND Corporation, Washington, D.C.  
*Consultant (1996-1999)*  
*National Security Research Staff (1995-1996)*

1995-1999

#### EDUCATION

*Yale Law School* J.D., 1999  
*Yale Law Journal* (Editor, 1997-1999)  
*Yale Journal of International Law* (Editor, 1996-1997)

*King's College, London* Fulbright Scholar, Department of War Studies, 1994-1995

*Yale College* B.A., *summa cum laude* in Political Science and International Studies, 1994  
Phi Beta Kappa

#### HONORS/LICENSURE

Council on Foreign Relations, Term Member  
Maryland State Bar Member  
United States Court of Appeals (Seventh Circuit) Bar Member

Matthew C. Waxman  
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## PUBLICATIONS

### Books and Monographs

- D. Byman & M. Waxman, The Dynamics of Coercion: American Foreign Policy and the Limits of Military Might (Cambridge University Press, 2002).
- M. Waxman, International Law and the Politics of Urban Air Operations (Santa Monica: RAND, 2000)
- D. Byman & M. Waxman, Confronting Iraq: Persian Gulf Security and the Use of Force Since Desert Storm (Santa Monica: RAND, 2000)<sup>1</sup>
- D. Byman, I.O. Lesser, B. Pirnie, C. Benard & M. Waxman, Strengthening the Partnership: Improving Military Coordination with Relief Agencies and Allies in Humanitarian Operations (Santa Monica: RAND, 2000).
- D. Byman, M. Waxman & E. Larson, Air Power as a Coercive Instrument (Santa Monica: RAND, 1999)

### Articles and Editorials

- D. Byman, M. Waxman & J. Shapiro, "The Future of U. S. Coercive Air Power," in Strategic Appraisal: The Future of Air Power, Z. Khalilzad & J. Shapiro, eds. (Santa Monica: RAND (forthcoming, 2002)
- D. Byman & M. Waxman, "Kosovo and the Great Air Power Debate," International Security, vol. 24, no. 3 (Spring 2000)
- "Political, Legal, and Diplomatic Constraints on Urban Air Operations," in Aerospace Operations in Urban Environments: Exploring New Concepts, Alan Vick et al. (Santa Monica: RAND, 2000)
- M. Waxman, "Siegecraft and Surrender: The Law and Strategy of Cities as Targets," Virginia Journal of International Law, vol. 39 (1999)
- R. Sokolsky, M. Waxman & A. Winner, "19 Hands on the Wheel: NATO Must Narrowly Craft Response to Crises," Defense News, August 2, 1999
- D. Byman & M. Waxman, "Defeating U.S. Coercion" Survival: The Int'l Inst. for Strategic Studies Quarterly, vol. 41, no. 2 (Summer 1999)
- D. Byman & M. Waxman, "Right Tactics, Wrong War: Think Gulf, Not Balkans," Los Angeles Times, May 2, 1999

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<sup>1</sup> Arabic edition republished by the Center of Strategic and Future Studies, Kuwait University

Matthew C. Waxman

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- D.S.C. Chu & M. Waxman, "Shaping the Structure of the American Defense Industry," in The Defense Industry in the Post-Cold War Era, G. Susman & S. O'Keefe, eds. (Amsterdam: Pergamon 1998)
- D. Byman, K. Pollack & M. Waxman, "Coercing Saddam Hussein: Lessons from the Past," Survival: The Int'l Inst. for Strategic Studies Quarterly, vol. 40, no. 3 (Autumn 1998)
- M. Waxman, "Emerging Intelligence Challenges," International Journal of Intelligence and Counterintelligence, vol. 10, no. 3 (Fall 1997)
- M. Waxman, "Strategic Terror: Philip II and Sixteenth-Century Warfare," War in History, vol. 4, no. 3 (1997)
- M. Waxman, "Coalitions and Limits on Coercive Diplomacy," Strategic Review, vol. 25, no. 1 (Winter 1997)
- B. Ederington & M. Waxman, "Helping Russia Will Also Help the U.S.," Boston Globe, Aug. 23, 1993
- B. Ederington & M. Waxman, "Peace-making Among the Peacekeepers," San Francisco Chronicle, July 19, 1993

# William F. Wechsler, CFA

(b)(6)

- CORPORATE EXPERIENCE** GREENWICH ASSOCIATES 2001 – present  
*Managing Director:* Advise senior executives at the firm’s institutional investment management clients in the U.S. and the U.K., including over a dozen of the world’s leading asset managers. As Sector Leader, manage the firm’s global market research and internal operations regarding our consulting practice. Also serve as the Facility Manager for our work outside the U.S. and for our research with investment consultants around the world. Promoted from Vice President to Principal in 2006; promoted to Managing Director in 2008.
- GOVERNMENT EXPERIENCE** DEPARTMENT OF THE TREASURY 1999 – 2001  
*Special Advisor to the Secretary:* Led interagency efforts to combat money laundering, both at home and abroad on behalf of Secretary Lawrence H. Summers. Oversaw successful multilateral efforts to combat international money laundering havens. Led the drafting and issuance of guidance to help U.S. financial institutions avoid transactions that may involve the proceeds of foreign official corruption. Led the drafting of the International Counter-Money Laundering Act, which became law as part of the USA PATRIOT Act.
- THE WHITE HOUSE, NATIONAL SECURITY COUNCIL 1996 – 1999  
*Director, Transnational Threats:* Reporting to Richard A. Clarke, coordinated policies for the President and National Security Advisor, focusing on combating terrorist groups and criminal organizations. Chaired the working group to disrupt Osama bin Laden’s financial network.  
*Director, Global Issues and Multilateral Affairs:* Focused on such issues as the selection of the UN Secretary General, UN reform, UN peacekeeping missions, and noncombatant evacuation operations. Coordinated Presidential Decision Directives on political-military planning for complex contingencies, on managing international civilian police operations, and on defending American computer networks and critical infrastructures from information warfare.
- DEPARTMENT OF DEFENSE 1994 – 1996  
*Special Assistant to the Chairman of the Joint Chiefs of Staff:* The lone civilian on the speechwriting staff, I wrote speeches, articles and testimony for General John M. Shalikashvili.  
*Special Assistant to the Assistant Secretary for International Security Affairs:* Served on the Plans and Analysis Group, a policy-planning staff reporting to Joseph S. Nye, Jr.
- ACADEMIC EXPERIENCE** COLUMBIA UNIVERSITY 2003  
*Adjunct Lecturer:* Co-taught a graduate workshop at the School of International and Public Affairs that produced a technical analysis of the Saudi Arabian anti-money laundering regime.
- POLITICAL EXPERIENCE** Member, Counter-Terrorism Policy Group, Barack Obama for President (2008); Member, Foreign Policy Advisory Group on Terrorism, Hillary Clinton for President (2007-8); Member, Homeland Security Policy Advisory Committee, Office of the Transition for Governor-Elect Eliot L. Spitzer (2006); Co-director, Terrorism Task Force, John Kerry for President (2004).
- EDUCATION** Columbia University, MPA (1993); Cornell University, BA (1991)
- HONORS AND MEMBERSHIPS** Awarded the Chartered Financial Analyst (CFA) designation (2004-present); Member, CFA Institute (2004-present); Member, Stamford CFA Society (2004-present); Member, Council on Foreign Relations (2002-present); Term Member, Council on Foreign Relations (1997-2002); Young Leaders Forum, National Committee on United States-China Relations (2003, 2005); Young Leaders Program, French-American Foundation (2001); Department of the Treasury Meritorious Service Award (2001); Department of the Treasury Secretary’s Certificate (2000); Manfred Wornier Seminar for German-American Understanding (1997); Department of Defense Outstanding Achievement Award (1995)
- PUBLICATIONS** “Defeating the Jihadists: A Blueprint for Action,” a Century Foundation Report, chaired by R. Clarke; with G. Aga, R. Cressey, S. Flynn, B. Mobley, E. Rosenbach, S. Simon and L. Wolosky, 11/04. “Update on the Global Campaign Against Terrorist Financing,” report of a Council on Foreign Relations independent task force, co-director with L. Wolosky; chaired by M. Greenberg, 6/04. “Dragged Down by Pensions,” with C. McNickle, *Financial Times*, 2/9/03. “Banking on Your Company’s 401(k) Plan” with C. McNickle, *Pensions & Investments*, 10/02. “Report of the Council on Foreign Relations Independent Task Force on Terrorist Financing,” co-director with L. Wolosky; chaired by M. Greenberg, 10/02. “Moscow Should Hand Over Fugitive Weapons Trafficker” with L. Wolosky, *Los Angeles Times*, 7/23/02. “Law In Order: Reconstructing U.S. National Security,” *National Interest*, Spring 2002. “Pensioners Deserve Better” with R. Smith, *Financial Times*, 1/25/02. “Strangling the Hydra: Targeting Al-Qaeda’s Finances” in How Did This Happen? Terrorism and the New War, edited by J. Hoge and G. Rose (PublicAffairs, 2001). “Terror’s Money Trail,” *New York Times*, 9/26/01. “Follow the Money,” *Foreign Affairs*, July/August 2001.

PERSONAL

(b)(6)

## **W. BRUCE WEINROD**

(b)(6)

### **OVERVIEW**

W. Bruce Weinrod has extensive national security and foreign policy experience in the Executive Branch, on Capitol Hill, at a major think-tank, and in the private sector.

From 1989 until 1993, Mr. Weinrod served as Deputy Assistant Secretary of Defense for European and NATO Policy. Mr. Weinrod participated in the formulation and implementation of US political-military policies with respect to European nations, as well as NATO and the European multilateral organizations, and managed a staff of senior military officers and civilians. He represented the Pentagon in numerous inter-agency meetings, and also led international negotiating teams.

Mr. Weinrod previously was the Director of Foreign Policy and Defense Studies at the Heritage Foundation, where he managed all research and studies activities and a staff of senior policy experts. He briefed and provided analyses on key defense and foreign policy issues to members of Congress, Congressional staff, Executive Branch officials and the media. In addition, Mr. Weinrod authored and edited numerous publications and testified before Congressional committees.

On Capitol Hill, Mr. Weinrod was Legislative Director and Counsel for Senator John Heinz (R-Pa). He directed all legislative strategy and initiatives, managed a large legislative staff, and also was the advisor on foreign policy and defense issues. He had earlier been foreign policy advisor to Senator Paul Laxalt (R-Nev).

In the private sector, Mr. Weinrod has been Managing Director and General Counsel at International Technology and Trade Associates, Inc. (ITTA), where he advised companies on a variety of legal, policy, and regulatory issues. He also served as Manager for International Corporate Affairs at the headquarters of Chase Manhattan Bank. In that capacity, he was responsible for advising senior management on domestic and international regulatory and legislative matters that could affect the business operations of the bank.

Mr. Weinrod is a member of the US State Department's Defense Trade Advisory Group (DTAG), and also is a consultant to the Institute for Defense Analysis. Previously, Mr. Weinrod was nominated by President Reagan and twice confirmed by the US Senate as a Board member of the US Institute of Peace. Mr. Weinrod has also been a Japan Society Fellow and spent several months in Asia assessing regional and bilateral security issues. He serves on several Boards, including the Fund for American Studies and the Geneva Center for Democratic Control of the Armed Forces. He has presented papers on various foreign policy and defense issues at numerous international conferences.

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## W. BRUCE WEINROD

### OTHER INFORMATION

- Member: District of Columbia Bar
- Member: Council on Foreign Relations
- Consultant, Institute for Defense Analysis (IDA)
- Board Member: United States Institute of Peace (nominated by President Reagan and twice confirmed by the US Senate – (1984 to 1989)
- Member of Congressionally-mandated Study Group on Enhancing Multilateral Export Controls for US National Security (2001)
- Japan Leadership Fellow (The Japan Society) (1995)
- Member: Defense Trade Advisory Group (US Department of State)
- Board Member: Fund for American Studies (Washington, DC); Center for Democratic Control of the Armed Forces (Geneva)
- Senior Fellow, The Potomac Foundation
- Advisory Board Member: New Atlantic Initiative and Johns Hopkins Center for Transatlantic Relations
- Published numerous articles and papers and testified before Congress
- Foreign policy/defense advisor to Republican Presidential candidates: 1988 and 1996
- US Army veteran

### EDUCATION

- JD: Georgetown University School of Law (1978)
- MA (International Relations): University of Pennsylvania (1974)
- BA: American University (Government/History) (1969)

(b)(6)

EXECUTIVE PROFILE

- Pragmatic, results oriented leader with extensive experience in high-technology aerospace and defense systems.
- Proven executive skills spanning the system development life-cycle including concept exploration, technology assessment, creative solution development, R&D program management, strategic planning, program planning, system acquisition, execution monitoring, organizational development and team building.
- Uniquely broad background in technology and program management including development of advanced aeronautical and space systems, high energy lasers, ground and maritime systems, robotics, advanced weapons, high-performance software, real-time signal and image processing, and military sensor systems.
- Excellent communication and public speaking skills.
- Over 20 years experience in cross-disciplinary technological product development. Significant experience with key executives in the U.S. Government, high technology, aerospace and defense sectors. Proven track record in launching new programs and leading organizations to create new products and new opportunities from initial concept through launch.

(b)(6)

PROFESSIONAL EXPERIENCE

**2009 – Present**                      **Raytheon Missile Systems**                      **Tucson, Arizona**  
***Deputy, Advanced Programs***

- Executive with responsibility for the Raytheon Missile Systems Advanced Programs product line, responsible for the development of advanced technology, pursuit of emerging weapon system concepts and pre-production development of new weapon systems in support of the Raytheon Land Combat, Naval Weapons Systems, Air to Air, Strike, Guided Projectiles and Unmanned Air Vehicle business areas.
- Engages with DoD and other government customers to identify emerging needs and requirements. Develops business and technology strategies, supports merger and acquisition activities, leads new program capture efforts and oversees pre-EMD development of new military systems for domestic and international markets.
- Directly manages 76 executive directors, program managers and professional staff supported by a matrixed engineering and technical support staff of over 750 personnel.
- Member of the Raytheon Missile Systems leadership team, supporting the company president in managing the \$5.4 B annual revenue Raytheon Missile Systems enterprise.

**2008 – 2009**                      **Stephen Welby, Sole Proprietor**                      **Bethesda, Maryland**  
***Aerospace and Defense Consultant***

- Conducted studies and assessments of emerging aerospace and defense technologies for government customers.





**Kevin M. Wensing  
Captain U.S. Navy**

(b)(6)

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**Professional Experience:** Twenty-five years of success and achievement at increasing levels of leadership and responsibility with the United States Navy. Special Assistant to the Secretary of the Navy. Proven expert in strategic communications, crisis management and government and media relations. Navy spokesman on high visibility incidents ranging from aircraft crashes and combat operations to humanitarian relief.

**2001- Present - Special Assistant for Public Affairs, Secretary of the Navy  
Washington, DC**

- Secretary of the Navy's point person for liaison with the White House, Congress, International Press Corps, the Department of Defense and other agencies.
- Played a leading role in crafting the message for the Secretary of the Navy and in arranging his public outreach. Following the attacks of 9-11-01 led media interaction, speechwriting, Congressional, public and internal relations for leader of more than a million personnel engaged in global operations.

**1996-2001 - Fleet Public Affairs Officer, U.S. Pacific Fleet  
Pearl Harbor, Hawaii**

- Led an international public affairs program in an area of responsibility spanning half the globe, dealing with a variety of issues and incidents ranging from the USS GREENEVILLE Submarine accident to exercises and operations across the Pacific and Indian Oceans. Navy lead liaison with Hollywood on motion pictures including: *Pearl Harbor*, *Jurassic Park III* and *Wind Talkers*.

**1993-1996 - Force Public Affairs Officer, Naval Air Force, U.S. Atlantic Fleet  
Norfolk, Virginia**

- Leading public affairs professional handling numerous incidents and accidents, special events and other issues ranging from combat operations to White House and Congressional relations, international community and media relations. Arranged Navy participation with *The Wheel of Fortune* and the film *Executive Decision*.

**1989-1992 - Assistant Fleet Public Affairs Officer, U.S. Seventh Fleet  
Yokosuka, Japan and Commander Naval Forces Central Command, Bahrain**

- Served as Aide to the Fleet Commander and Public Affairs Officer during Operations Desert Shield and Desert Storm. Led public affairs efforts during relief efforts following eruption of Mount Pinatubo and a devastating typhoon of Bangladesh.

**1988-1989 - Aide to the Chief of Information and Navy Newsdesk Action Officer  
Washington, DC**

- Key aide to the head of the Navy's Public Affairs Community. Led initial response following the explosion of turret number 2 on the battleship USS IOWA and other issues.

**1987 - Public Affairs Officer, South Atlantic Force, U.S. Atlantic Fleet  
Roosevelt Roads, Puerto Rico**

- Coordinated international public affairs outreach to the people of South American and West Africa and served as battle group watch officer during six-month deployment to the region.

**1984-1987 - Public Affairs Officer, Naval Training Center  
Orlando, FL**

- Chief of public affairs, protocol, media, Congressional relations, community outreach and senior editor of weekly newspaper.

**1980-1984 - Engineering and Operations Division Officer, USS TRIPOLI (LPH 10)  
San Diego, California**

- Top junior officer of amphibious assault ship operating in Pacific and Indian Ocean region. Founded KEEE-TV and ships daily newspaper in addition to regular duties.

**Education:**

1993 - MA National Security Affairs Naval War College Newport, Rhode Island

1980 - BS Political Science Quincy University, Illinois

(b)(6)

**Awards:**

Twice winner of Chief of Information Merit Award for Public Affairs Excellence  
Legion of Merit (4 awards), Meritorious Service Medal (2 awards), Navy Commendation  
Medal (2 Awards) plus numerous other foreign and service awards

**Member:**

Public Relations Society of America

National Press Club

United States Naval Institute

Veterans of Foreign Wars

Military Officer Association of America

Naval Order of the United States

International Tennis Hall of Fame, (50<sup>th</sup> Anniversary Committee Member)

Performed in 2001 film *Pearl Harbor*

Michael A. West

(b)(6)

## WORK HISTORY

### Congressional Staff, Feb 1996 - Present

**Senior Professional Staff Member, Committee on Foreign Relations.** Feb 1997 - Present. Responsible to the Chairman of the Committee for regional affairs in sub-Saharan Africa, the Caucasus, and Central Asia. Primary focus on security, economic, and assistance issues. Additional responsibilities include Congressional oversight and legislative responsibility for embassy security and international peacekeeping. Have dealt extensively with various federal agencies, including the Department of Defense, Department of State, Agency for International Development, Central Intelligence Agency, Defense Intelligence Agency, Department of Treasury, Overseas Private Investment Corporation, Trade and Development Agency, and the General Accounting Office. (b)(6)

Since 1996, have conducted oversight of U.S. assistance programs and embassy activities in Ghana, Ivory Coast, Senegal, Mali, Uganda, Sudan, Eritrea, Ethiopia, Kenya, Somalia, Tanzania, the Democratic Republic of the Congo, Mauritius, South Africa, Germany, Russia, the Former Yugoslavia (Kosovo), Georgia, Azerbaijan, Kazakstan, Kyrgyzstan, Cambodia, Laos, Japan, Republic of Korea, and Thailand.

**Senate Staff for Pete V. Domenici.** Jul 1995 - Feb 1996. Legislative Assistant/ Director of Constituent Correspondence. Legislative responsibilities concerning defense/ foreign policy affairs. Correspondence; management of the daily operation of the entire constituent mail system.

**Congressional Fellow, Senate Budget Committee.** Feb - Jun 1995. Conducted research and analysis for the senior budget analyst for foreign affairs, (budget function 150).

### Commissioned Officer, United States Marine Corps, May 1989 - Apr 1995.

Attained the rank of Captain serving in numerous command and staff positions including tours at 3<sup>rd</sup> Landing Support Battalion, Okinawa Japan; Weapons Training Battalion, and Headquarters and Service Battalion, Quantico, Virginia.

## EDUCATION

**The Citadel, Military College of South Carolina.** Bachelor of Arts, History; Class of 1989. Education was self-funded through various scholarships and work. Member of prestigious student Honor Committee and Summerall Guards.

**Legislative Studies Institute.** Spring of 1995. Intensive 18 week graduate-level education and training program preparing selected individuals for congressional staff service. Course of study includes: Senate and House rules and procedures, legislative drafting and analysis, communications and 70 lectures on domestic and international policy issues.

**Military Training and Education** USMC The Basic School; USMC Communications Officer School; USMC Embarkation Officer School; SAIC Substance Abuse Jr/Sr Course; NRA Law Enforcement Firearms Instructor Course; USMC High Risk Personnel School; US Individual Terrorism Awareness Course; USA Individual Terrorism Instructor Qualification Course; Gunsite Practical Pistol Course; USA Anti-Terrorist Driving Course.

## **JOHN C. 'CHUCK' WILLIAMS**

(b)(6)

### **BIOGRAPHY**

A native of San Diego, California, Chuck Williams was raised in the "Inland Empire" and on the deserts of Southern California. He graduated from Claremont High School, Claremont, California. He earned a BA in Geography and Geology from California State University at Chico ('Chico State'), a MPA in Public Administration from the University of Northern Colorado, and a MA in Human Resources Management from Pepperdine University, California.



He entered the United States Air Force, through Officer Training School (OTS). After flight training, Chuck flew 150 combat missions in Vietnam in AC119G 'Shadow' Gunships in 1969-70. While serving in assignments in aviation, administration, information systems, and logistics, Chuck was stationed in Kansas, Arizona, Virginia, New Jersey, Maryland, and at the Pentagon. His final military assignment was at the Commission on the Bicentennial of the U.S. Constitution, White House, Washington, D.C.

Chuck is a graduate of the Air Force Squadron Officer School, Air Command and Staff College, and the Department of Defense Industrial College of the Armed Forces. He was awarded the Distinguished Flying Cross and six Air Medals for aerial combat, the Defense Meritorious Service Medal, and four Air Force Meritorious Service Medals. Chuck retired as a Lieutenant Colonel in May 1988.

Following his tour of active duty, Chuck joined the 1988 Republican National Convention Staff in New Orleans, Louisiana, and after the election, he served on the Presidential Inaugural Committee Staff in Washington, D.C. In 1989, he received a Presidential appointment to the National Park Service, and was sent on special assignment to California to manage the base closure and transfer of the Army's Presidio of San Francisco to the Golden Gate National Recreation Area.

Chuck left the National Park Service in 1992, to run for U.S. Congress in California's 42<sup>nd</sup> Congressional District. From 1993-1995, he was the Special Projects Director for Western Public Safety Alternatives, Inc., under contract to the San Bernardino Co. Sheriff's Department. In 1996, Chuck again ran for Congress in the 42<sup>nd</sup> District. Since that campaign, he has twice directed the California Republican Party's statewide direct mail center in Orange County - (1996 & 1998). Chuck was a field representative for Congressman Darrell Issa's U.S. Senate campaign from 1997-98, and was elected Chairman of the San Bernardino Co. Republican Party, serving from 1997-99. Chuck was the National Director of Operations & Logistics and the California State Director for Alan Keyes 2000 Presidential campaign, from April 1999 - August 2000. He also served on the Bush / Cheney Victory 2000 Campaign in California, working on the Cheney Advance Team and Veterans for Bush, and on the advanced planning for the Bush / Cheney Inaugural Committee in 2001.

From early 2001 to 2003 Chuck worked private property rights and public lands access issues for a variety of clients, including representing San Bernardino Co. on the Bureau of Land Management's West Mojave Planning Team.

In November 2001 following the September 11<sup>th</sup> Attack on America, Chuck became Project Director for the *Freedom's Flame 9-11 Memorial Foundation* and was personally responsible for procuring and transporting eighteen tons of World Trade Center steel, plus a damaged FDNY 9-11 fire truck, from Ground Zero in NYC to Southern California, across eighteen states, through twenty-two cities, ten state capitals, and the nation's capital, in eleven days. *Freedom's Flame* is \$15 million dollar project to raise money and build two *9-11 Memorials*, one in NY City & the other in Southern California.

During 2003 Chuck was a field representative for Congressman Darrell Issa and Peter Ueberoth Gubernatorial campaigns in California's historic recall election, and then managed Dr. Bill Emmerson's successful bid for Assembly in Southern California.

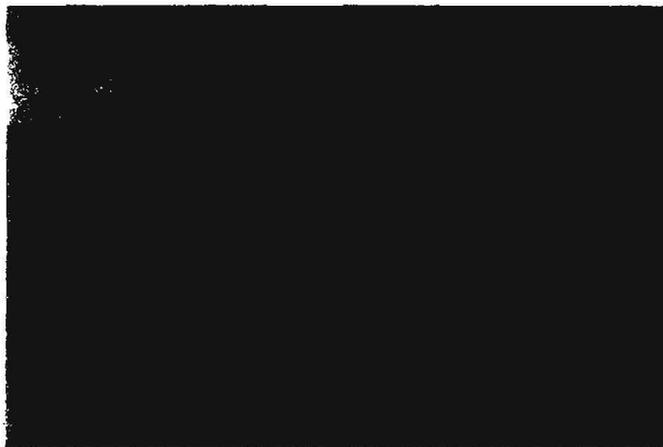
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Chuck operates Williams Associates, a logistics-consulting firm in Rancho Cucamonga, CA. He is a Reserve Deputy in the San Bernardino Co. Sheriff's Department, and is active in the Rancho Cucamonga Rotary Club.<sup>(b)(6)</sup>

(b)(6)

June 8, 2005



AC-119G "Shadow" Gunship in Southeast Asia, 1967-1973

**JOHN D. WINKLER**

(b)(6)

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**EDUCATION**

- Ph.D., Social Psychology, 1960, Harvard University
- B.A. with honors, Psychology and Anthropology, 1975, University of Pennsylvania

**CURRENT PROFESSIONAL RESPONSIBILITIES**

Associate Director, Manpower and Training Program, Arroyo Center, Army Research Division, RAND (1989-1991; 1994-present)

Develops policy research in consultation with Army general officer sponsors. Supervises researchers directing analyses of Army readiness and resources, personnel management, individual and unit training, and Army Reserve Components. Assures quality of briefings and reports provided to sponsors.

Liason Officer, Arroyo Center, Army Research Division, RAND (1998-present)

Assists and represents the Director of the Arroyo Center, the Army's Federally Funded Research and Development Center for policy analysis and evaluation. Serves as the Arroyo Center point of contact for the Army regarding research program development and execution and results of policy studies.

Senior Behavioral Scientist, RAND (1980-Present)

Directs research projects analyzing defense manpower and training. Topics include: Enlisted personnel quality and performance; managing the Army's IT workforce; personnel qualification in the Army Reserve Components; NCO leader development; efficiency and effectiveness of Army training institutions; Army distance learning.

**PREVIOUS PROFESSIONAL RESPONSIBILITIES**

Associate Head, Behavioral Sciences and Human Capital Departments, RAND (1987-1994)

Coordinated RAND research on defense manpower, education and training, and labor and population. Recruited and conducted performance appraisals of professional research staff. Managed quality assurance process for RAND research documents.

**SELECTED RAND PUBLICATIONS**

- *Enhancing the Retention of Army Non-Commissioned Officers*, RAND, MR-1186-A, 2000 (co-authored).
- *Consolidating Active and Reserve Component Training Infrastructure*, RAND, MR-1012-A, 1999 (co-authored).
- *Stability and Cohesion as Criteria for Personnel Assignment and Rotation Policy*, RAND, AB-328-A, 1999.
- *Restructuring Military Education and Training*, MR-850-A, RAND, 1997.
- *Aptitude and Performance of Army Communications Operators*, RAND, R-4143-A, 1992.

## **JOHN C. 'CHUCK' WILLIAMS**

(b)(6)

### **BIOGRAPHY**



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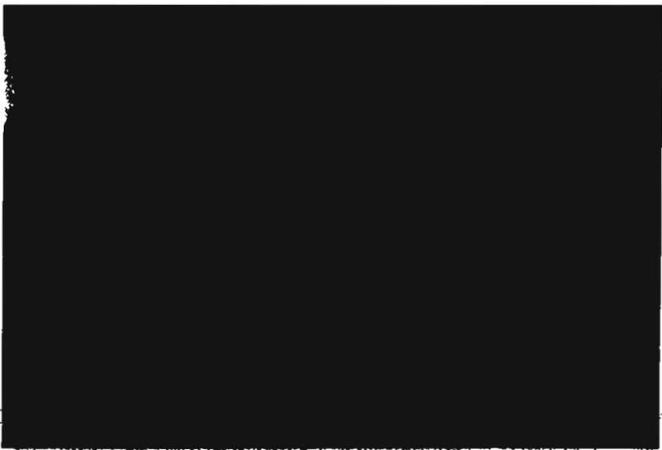
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(b)(6)

June 8, 2005



AC-119G "Shadow" Gunship in Southeast Asia, 1967-1973



# BIOGRAPHY

UNITED STATES AIR FORCE

## MAJOR GENERAL BOBBY J. WILKES <sup>(b)(6)</sup>

Major General Bobby J. Wilkes is Deputy Director of Politico-Military Affairs for Asia, the Joint Staff, Washington, D.C. He is responsible for regional planning and policy, and for the implementation of the National Security Strategy for Asia-Pacific, Central, South, Northeast and Southeast Asia regions, supporting the commanders of U.S. Pacific Command and U.S. Central Command in the global war on terrorism. Additionally, he provides politico-military advice to the Chairman of the Joint Chiefs of Staff and National Command Authorities.

General Wilkes was commissioned following graduation from the U.S. Air Force Academy in 1977. He was an instructor pilot and flight examiner, served as a crisis action team member and executive assistant on the Joint Staff, and was the executive officer to the Commander, Air Education and Training Command. His commands include fighter squadron, operations group, wing, the College of Aerospace Doctrine, Research and Education, and an Expeditionary Mobility Task Force. He also was Director of Operations for Joint Task Force Southwest Asia and served During Operation IRAQI FREEDOM as the Director of the Air Component Coordination Element, U.S. Central Command, and as Director of the Combined Air Operations Center.

General Wilkes is a command pilot with more than 4,100 flying hours in the T-38, A-10, F-16, and KC-10.

### EDUCATION:

- 1977 Bachelor of Science Degree in History, U.S. Air Force Academy, Colorado Springs, CO
- 1982 Squadron Officer School, correspondence
- 1984 Master of Science Degree in Aeronautical Science, Embry-Riddle Aeronautical University
- 1989 Air Command and Staff College, Maxwell AFB, AL
- 1990 Armed Forces Staff College, Norfolk, VA
- 1992 Air War College, correspondence
- 1993 Industrial College of the Armed Forces, Fort McNair, Washington DC
- 1993 Master of Science Degree in Public Administration, George Washington University, Washington, DC
- 2002 National Security Management Course, Maxwell School of Citizenship and Public Administration, Syracuse University, NY
- 2004 Combined Forces Air Component Commanders Course; Joint Flag Officer Warfighting Course, Maxwell AFB, AL
- 2004 Director of Mobility Forces Course, Air Mobility Warfare Center, McGuire AFB, NJ
- 2006 Executive Business Course, University of North Carolina, Chapel Hill, NC
- 2007 Enterprise Business Course, University of North Carolina, Chapel Hill, NC

### ASSIGNMENTS:

1. July 1977 - July 1978, student, undergraduate pilot training, Reese AFB, TX
2. July 1978 - November 1981, T-38 instructor pilot and wing flight examiner, 54th Flying Training Squadron, Reese AFB, TX
3. June 1982 - February 1984, A-10 Flight Commander, 92d Tactical Fighter Squadron, RAF Bentwaters, United Kingdom

4. February 1984 - August 1985, Air Liaison Officer, 3d Brigade, 1st Armored Division, Bamberg Army Installation, West Germany
5. August 1985 - August 1988, F-16 Flying Safety Officer, Flight Commander and Wing Executive Officer, 306th Tactical Fighter Squadron, Homestead AFB, FL
6. August 1988 - June 1989 Chief of Wing Standardization/Evaluation Division, 8th Tactical Fighter Wing, Kunsan Air Base, Korea
7. July 1989 - January 1990, student, Armed Forces Staff College, Norfolk, VA
8. January 1990 - July 1992, action officer, crisis action team member and executive assistant, The Joint Staff, Pentagon, Washington DC
9. August 1992 - August 1993, student, Industrial College of the Armed Forces, Fort McNair, Washington, DC
10. October 1993 - December 1994, Operations Officer, 307th Fighter Squadron, Moody AFB, GA
11. December 1994 - October 1995, Commander, 311th Fighter Squadron, Luke AFB, AZ
12. October 1995 - June 1996, Executive Officer to the Commander, Air Education and Training Command, Randolph AFB, TX
13. July 1996 - January 1998, Commander, 23d Operations Group, Pope AFB, NC
14. January 1998 - April 1999, Director of Operations, Joint Task Force - Southwest Asia, Riyadh, Saudi Arabia
15. May 1999 - June 2001, Commander, 355th Wing, Davis-Monthan AFB, AZ
16. July 2001 - April 2004, Commander, College of Aerospace Doctrine, Research, and Education, Maxwell AFB, AL  
(January - August 2003, Director, Air Component Coordination Element; later, Director, Combined Air Operations Center, U.S. Central Command, Southwest Asia)
17. May 2004 - June 2006, Commander, 21st Expeditionary Mobility Task Force, McGuire AFB, NJ
18. June 2006-present, Deputy Director of Politico-Military Affairs for Asia, the Joint Staff, Washington, DC

**FLIGHT INFORMATION:**

Rating: Command Pilot  
 Flight Hours: over 4,100 hours  
 Aircraft Flown: T-38, C-130, A-10, F-16A/B/C/D, KC-10

**MAJOR AWARDS AND DECORATIONS:**

Defense Superior Service Medal  
 Legion of Merit Medal with second oak leaf cluster  
 Bronze Star Medal  
 Defense Meritorious Service Medal with one oak leaf cluster  
 Meritorious Service Medal with four oak leaf clusters  
 Air Force Commendation Medal  
 Army Commendation Medal  
 Joint Service Achievement Medal  
 Air Force Achievement Medal  
 Combat Readiness Medal with one oak leaf cluster  
 National Defense Service Medal with one bronze star  
 Armed Forces Expeditionary Medal  
 Southwest Asia Service Medal  
 Military Outstanding Volunteer Service Medal  
 Kuwait Liberation Medal (Saudi Arabia)  
 Kuwait Liberation Medal (Kuwait)

**EFFECTIVE DATES OF PROMOTION:**

Second Lieutenant	June 1, 1977
First Lieutenant	June 1, 1979
Captain	June 1, 1981
Major	July 1, 1988
Lieutenant Colonel	April 1, 1992
Colonel	December 1, 1997
Brigadier General	July 1, 2004
Major General	August 15, 2007

(Current as of August 2007)

# Jonathan R. Witter, CPA, CDFA

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(b)(6)



## EXPERIENCE

**Assistant Director for Performance and Accountability Reporting; Office of the Under Secretary of Defense Comptroller;** (b)(6) GS-0510-15; May 2003 to Present; Supervisor Ms. Terri McKay (703) 693-6502.

- Developed, designed, implemented, and now direct DoD's financial improvement initiative, which includes DoD's improvement plans, and has as its goal the attainment of an unqualified audit opinion for the fiscal year (FY) 2007 financial statements.
- Obtained Under Secretary of Defense Comptroller's (USDC) approval for additional staff and contract support to execute the financial improvement initiative.
- Developed charter and obtained the USDC's approval to establish the Financial Management Improvement Executive Steering Committee (ESC) to govern the Financial Management Improvement Initiative.
- Chair two subcommittees of the ESC, the Review and Prioritization Committee and the Funding Committee which provide recommendations to the ESC on candidates for audit and strategies for funding audits.
- Managed an epochal acceleration in financial reporting in response to changing federal requirements and for FY 2003 successfully reduced by 32% the time spent producing the Performance and Accountability Report, which included the financial statements compiled from 333 entity level trial balances and that reported \$546.7 billion in appropriations received, \$1.5 trillion in liabilities, and \$1.1 trillion in assets.
- Led a focused effort that materially eliminated 2 of DoD's 13 DoD agency wide auditor identified material weaknesses.
- Oversaw the transformation of DoD's Management Control Program to include the DoD's active use of the Office of Management and Budget's (OMB) Financial Information Progress System to collect and report data; led a 50% reduction in the period for producing the Statements of Assurance; and the analysis and reduction of material weaknesses from 70 at the end of FY 2002 to 40 at the end of FY 2003.
- Led a government wide survey of 22 federal departments' accelerating reporting processes for FY 2003 and supplied the results to the Chief Financial Officer's (CFO) Council.
- Serve with the Deputy Inspector General (IG) for Audit as a co-liaison with the Defense Business Board on a project to enhance the IG's capability to execute large scale financial audits.

- Lead two teams of primarily senior level GS 14s and GS 15s to accomplish multiple national and DoD priorities including Implementation of OMB's Intragovernmental Transactions Portal; quality control reviews of the quarterly and annual financial statements for 19 DoD components; development of 17 financial metrics; and preparation of Congressional testimony.
- Oversee USDC representation on 13 DoD audit committees.
- Oversee the development, promulgation, and interpretation of DoD-wide accounting and reporting policies that incorporate Federal Accounting Standards Advisory Board concepts and standards, the United States (U.S.) Treasury Standard General Ledger, and the OMB guidance into 13 chapters of the DoD Financial Management Regulation related to financial statement reporting.
- Regularly advise and provide counsel to the USDC, Principal Deputy Under Secretary of Defense (Comptroller), and Deputy Chief Financial Officer.

**DoD Agency Wide Financial Statement Audit Project Manager; Office of the Inspector General of the Department of Defense**

(b)(6)

- Directed transformation of the IG's financial statement audit process, implemented best practices, improved centralized leadership for 14 supporting audit teams, and introduced specific client coordination practices for the Defense Financial Auditing Service (DFS) Directorate of the IG, a directorate of 150 professionals.
- Established a new Directorate Leadership Services Team to provide coordination and leadership for the entire directorate; disseminated operational audit guidance through development of the CFO Web Site; and, provided continuous technical advice to solve complex accounting and auditing issues
- Initiated a strategic planning process that implemented the President's Management Agenda, statutory requirements, and the IG's Strategic Plan.
- Managed and directed audits of the DoD agency wide financial statements, which reported \$415 billion of budgetary authority, \$681 billion of assets, and \$1.5 trillion of liabilities.
- Directly supervised two teams of audit professionals and provided leadership for an extended staff of up to 125 professionals who provided inputs to the agency wide audit.
- Established audit objectives, developed audit programs, oversaw execution of audit procedures, ensured evidential matter was collected, analyses were documented, and quality control standards were met to ensure audits were conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS).
- Established and chaired the Financial Statement Audit Network Accelerated Reporting Working Group, a national level group, which collected information from IG's throughout the Federal community on challenges and opportunities for accelerating audits.
- Organized, chaired, and spoke at audit planning conferences and provided training lectures on financial audits.
- Briefed IG, Deputy Assistant Inspector General for Audit, and senior DoD officials on critical financial management topics.

- Received nomination for organizational improvement award and received the financial statement audit report of the quarter award.

**Other Defense Organizations Audit Project Leader; Office of the Inspector General of the Department of Defense; Salary** (b)(6) GS-0511-12 and 13; June 1998 to February 2002; (b)(6)

- Developed and implemented strategic and tactical plans to audit the Other Defense Organizations (ODO) which consist of approximately 50 Defense agencies, activities, and funds that in aggregate represented approximately \$50 billion in appropriations received.
- Identified importance of Defense Agencies to DoD agency wide financial statements and convinced senior IG and GAO leadership that strategic emphasis needed to be placed on the financial reporting and auditing of the Defense Agencies.
- Led multiple teams of 4-6 auditors in performing a series of 12 financial audits of agencies, accounting offices, and the consolidated ODO financial statements.
- Supervised extensive analyses of accounting transactions, trial balances, account balances, reports on budget execution, and consolidated financial statements and notes, and reviewed expenditure reporting, processes for recording and reporting obligations, internal controls, process flows, and adequacy of training.
- Initiated and oversaw the development of the Trial Balance Analyzer, a database analytical tool, that reduced the time associated with analyzing trial balances from approximately a week to a few hours.
- Wrote audit reports that were distributed to DoD management and the U.S. Congress and recommended solutions that reduced millions of dollars in abnormal balances, reduced undistributed disbursements, increased ownership of problems at the point of data entry, strengthened internal controls, and improved the quality of Defense agencies' trial balances and reports on budget execution.
- Presented scholarly lectures and instructional presentations at various conferences for Defense agencies and auditors.
- Served as technical expert and liaison between GAO, IG, DFAS and independent public accountants for audits of Defense agencies.
- Received organizational improvement award, senior auditor of the quarter award, senior auditor of the year award, and multiple performance awards.

**Auditor; Office of the Inspector General of the Department of Defense;** (b)(6) GS-0511-7,9,11; June 1995-February 2002; (b)(6)

- Performed financial and operational audits to determine the efficiency and effectiveness of various DoD business practices and compliance with regulations.
- Evaluated the management of the Defense Satellite Communications Systems throughout Europe, Asia, and the United States; assessed the history, life expectancy, condition, and future plans of DoD satellite systems, and compared available capacity to requirements.
- Independently identified and wrote a finding addressing DoD's use of the electromagnetic frequency spectrum in foreign countries, a finding that was reported by the ABC News television network and that helped focus Congressional attention on DoD's use of this critical global resource.

- Performed analysis which showed that DoD did not use the correct contracting procedures for acquiring 36% of its International Maritime Satellite resources.
- Prepared comparative cost estimates that demonstrated the Air Force could save \$117 million by using an alternative acquisition strategy to purchase aircraft for the 89th Air Wing Executive Fleet Aircraft.
- Performed intensive review of unpaid telephone bills which were accumulating interest at a rate as high as 18% and made recommendations to improve bill payment procedures.
- Chaired an employee council that successfully convinced senior IG leadership to support an initiative to fund a graduate program for IG employees.
- Received auditor of the quarter award, report of the quarter award, the organizational improvement award, and multiple performance awards.

Accounting Intern; Pennsylvania Chamber of Business and Industry

(b)(6)

Summer

1994.

(b)(6)

- Created a asset management system, wrote an asset management manual, and inventoried \$6 million of assets.
- Developed financial, marketing, and cost tracking tools for management to use in tracking productivity.
- Created a costing methodology for researching and calculating a Chamber member's return on their membership investment.
- Generated projections for income, expense, attrition, and depreciation; reconciled bank accounts, accounts receivable, and accounts payable.

## EDUCATION

**Central Michigan University.** I am completing the last in a series of 12 courses towards a Masters of Public Administration and I have received "A" grades for all classes. Graduation is scheduled for May 2004.

**University of Maryland University College.** Completed graduate level leadership course. My grade point average was 4.0.

**Indiana University of Pennsylvania.** I graduated in 1995 with a grade point average of 4.0 with a Bachelors of Science in Business Administration and a concentration in accounting. The degree exceeds the educational requirements outlined in the job announcement.

**Harrisburg Area Community College.** I took general courses for two years. My grade point average was a 4.0.

## CERTIFICATIONS AND MEMBERSHIPS

Certified Public Accountant  
Certified Defense Financial Auditor  
Associate Member American Institute of Certified Public Accountants  
Member Association of Government Accountants  
Member American Society of Military Comptrollers

In my federal career, I have achieved the unique distinction of being the only person to have been the audit manager responsible for leading the audit of the Department of Defense (DoD) agency wide financial statements and the financial manager responsible for promulgating policy for and providing oversight to the compilation of those statements. Having held these two strategic leadership positions, I have demonstrated exceptional skill in leading an unprecedented bilateral partnership between the DoD Inspector General (IG) and DoD management to improve DoD's financial management. In a meeting with the Comptroller of the Office of Management and Budget (OMB), the DoD Deputy Chief Financial Officer (DCFO) and the Director of the IG's Defense Financial Auditing Service (DFS) lauded my success in uniting the audit and management environments. In my strategic leadership positions, I have worked with more than 54 DoD components, more than 14 IG audit teams, the audit agencies of the Military Departments, external audit firms, the OMB, the United States (U.S.) Treasury, the General Accounting Office (GAO), and other federal Departments to accomplish national and DoD priorities.

My experience contains breadth having spanned DoD and the federal community and depth having addressed various levels within DoD. As the current Assistant Director for Performance and Accountability Reporting in the office of the Under Secretary of Defense Comptroller (USDC), I have served in a position of leadership that has traditionally been filled by members of the senior executive service. I regularly advise the USDC, Principal Deputy Under Secretary of Defense Comptroller, DCFO, Director of Accounting and Finance Policy and Analysis, and other DoD executives. Because of my extensive knowledge, I am regularly consulted for an expert opinion on matters pertaining to policies, practices, problems, and solutions for DoD's financial reporting. My leadership has been honored through numerous awards bestowed by the IG and USDC.

### TECHNICAL QUALIFICATIONS

**1. Experience in implementing federal accounting concepts and principles to include: applicable statutes, Office of Management and Budget guidance, Treasury Department guidance, Federal Auditing Standards, and Federal Accounting Standards Advisory Board promulgations.**

As the current Assistant Director for Performance and Accountability Reporting, I oversee the promulgation of 13 chapters of the DoD Financial Management Regulation. These chapters specifically implement standards prescribed by the Federal Accounting Standards Advisory Board (FASAB), OMB, and U.S. Treasury Department related to financial statement reporting and multiple laws including the Chief Financial Officer (CFO) Act, the Federal Managers' Financial Integrity Act, the Government Performance and Results Act, and the Reports Consolidation Act. One challenge associated with providing policy leadership to DoD is that the complexity of DoD's wide range of business activities evokes a continuous stream of questions that require new research and answers. My staff and I confer frequently with the authorities who set standards as we

formulate DoD policy. In a recent example, we applied generally accepted accounting principles (GAAP) to resolve an issued that affected the financial statements of DoD and the U.S. Government. During fiscal year (FY) 2003, Coast Guard transferred an estimated actuarial liability to DoD's Medicare Eligible Retiree Health Care Fund. The records for the fund were closed, the statements were prepared, and Deloitte and Touche rendered a qualified audit opinion. However, the Coast Guard revised their estimate. Because the fund's statements were published, DoD had to decide how to treat the revised estimate. I led senior managers from the U.S. Treasury, OMB, GAO, the IG, Deloitte and Touche, DFAS, and DoD Health Affairs in a deliberation to help research and prepare a scholarly GAAP based position. Our application of GAAP was accepted by these stakeholders and we preserved the opinion issued on the statements of the fund.

Another recent and highly visible policy issue I resolved relates to the war in Iraq. My office had to develop policy for reporting vested and seized Iraqi assets on the financial statements of the Department of the Army and the DoD consolidated agency wide statements. Using the Statements of Federal Financial Accounting Standards (SFFAS) and the U.S. Standard General Ledger, I guided my staff in the preparation of policy that described the general ledger accounts to be used and that identified how those accounts should be mapped to the balance sheet and statement of custodial activity. We developed the policy and obtained the approval of the USDC.

As the DoD Agency Wide Audit Project Manager for the IG, I was responsible for interpreting and implementing Generally Accepted Government Auditing Standards (GAGAS), OMB guidance, FASAB standards, the American Institute of Certified Public Accountants (AICPA) Statements on Auditing Standards, and the GAO Financial Audit Manual in our audit plans and reports. One of the challenges I faced was that the IG's audit teams did not use pro forma language from the standards to consistently prepare financial statement audit reports. I solved this disparity by leading the IG's Audit Reporting Committee through a structured analysis of relevant standards to develop a standard report template with pro forma language. Every line of the pro forma language was referenced to specific auditing standards, and within the pro forma language, I supplied user instructions describing how audit teams should insert audit results unique to their client. I successfully obtained approval from the Director of the IG's DFS Directorate and the report template was distributed to 14 teams for immediate use. As a result of my leadership in interpreting and applying federal auditing standards, the IG's audit reports were standardized and the quality improved dramatically. The Housing and Urban Development Inspector General reviewed our work and the reports were deemed fully compliant with standards.

The DFS Directorate in the IG is DoD's lead financial statement audit agency and regularly develops policy solutions for financial statement audits. As the DoD Agency Wide Audit Project manager in DFS, complex technical questions were frequently referred to me so that I could formulate a Defense wide audit position. One highly visible question I answered was, "What can the Military Departments' audit agencies do to assist with financial audits in view of GAO's ruling on independence, which no longer

permits the audit agencies to issue the opinion on their individual Military Department's financial statements?" The change in roles and responsibilities this ruling imposed on the audit agencies led to confusion about what roles they could still play. By interpreting and applying GAGAS and AICPA standards, I offered clear answers that showed how these audit agencies could continue to have an active role in DoD's improvement through a wide spectrum of efforts from conducting audits of specific topics to providing direct assistance to the IG. My model was adopted by the Director DFS and became the guide for decision making.

As both an auditor and financial manager, I have observed that one of DoD's challenges to implementing accounting and auditing standards is that financial professionals do not frequently understand the standards. To overcome this knowledge deficit, I have frequently distilled complex standards into simplified presentations. I have spoken to audiences that included personnel from the GAO, IG, audit agencies of the Military Departments, representatives from the comptroller's offices of the Defense organizations, and accountants from the Defense Finance and Accounting Service (DFAS). In my presentation, *Audit Strategy: Accounting Cycle Approach*, I showed how the logical sequential transaction cycle used by FASAB to build the federal accounting and financial statement framework can be used by auditors to minimize audit risks and simultaneously obtain audit synergies. Representatives from DFAS and the Defense agencies were particularly grateful for the tool kit I provided at my *Trial Balance Review Seminar*, where I presented easy to understand instructions for reviewing trial balances, described anomaly indicators, suggested typical causes, and recommended actions. Attendees of the seminar expressed to me that the tools I provided were not readily available through other training venues. To overcome a knowledge deficit among IG auditors who had not performed financial audits, I delivered multiple sessions of my training seminar, *CFO Auditing: An Overview*, where I trained audit staff on the requirements of the CFO Act, the Federal Managers' Financial Integrity Act, the Federal Financial Management Improvement Act, OMB Bulletin 01-09, "Form and Content of Financial Statements," OMB Bulletin 01-02 "Audit Requirements," GAGAS, and AICPA standards. I have multiplied my talent for implementing standards by successfully training others.

**2. Working knowledge of, and experience in, various DoD organizational levels in formulating, reviewing and analyzing accounting and reporting policies, processes, procedures and information.**

At the highest levels of financial reporting in DoD, I have led audits and provided financial management oversight for the compilation of the financial statements for DoD, which is one of the largest Departments in the U.S. Government and one of the largest organizations in the world. In FY 2003, DoD reported \$446 billion of the U.S. Government's \$658 billion of property, plant, and equipment and reported \$1.4 trillion of the U.S. government's \$3.8 trillion in federal employee and veteran benefits payable. The size and complexity of DoD are two challenges to conducting audits of and preparing financial statements for DoD. The DoD's operations are financed using more than 220

appropriations and accounts, 333 entities, and 474 accounting systems. As the IG's Agency Wide Audit Project Manager, I provided focused leadership in auditing this complex entity. I brought structure to the audit process by developing a strategic vision for the IG's financial statement audits, and from that vision I cascaded specific responsibilities and tasks to the 14 teams conducting financial statement audits. Additionally, I envisioned and led the first ever DoD wide joint planning process that merged tasks and milestones from auditors and financial managers into one planning process. Auditors and financial managers benefited by my ability to produce structured leadership for addressing DoD's complexity.

Now, as the Assistant Director for Performance and Accountability Reporting in the office of the USDC, I continue to overcome the complexity of DoD by providing step by step strategic leadership in spearheading DoD's improvement initiative. In building the business rules for the improvement initiative, I separated DoD into four tiers of components based on specific criteria. Using this tier approach, I have achieved significant success in providing leadership and guidance at a strategic level to all components and tactical one to one leadership targeted at meeting the specific needs of components within each tier.

As the Assistant Director for Performance and Accountability Reporting, I also develop financial statement policy for all of DoD and provide direct oversight for the compilation of 19 sets of financial statements for DoD and its components. The challenge of formulating policy and overseeing financial statement compilation at the DoD level is to ensure DoD's financial reporting is consistent with those practices at the next higher level where DoD's statements are incorporated into the financial statements of the U.S. Government. I worked closely with OMB, the U.S. Treasury Department, and GAO to overcome this challenge. For example, at the end of FY 2003, my staff coordinated with OMB and the U.S. Treasury Department to review how the financial statements of the U.S. Government addressed DoD, and we worked with OMB and GAO to review references to DoD in the associated audit report. In both instances, we identified anomalies and proposed actions to correct references to DoD in the statements and audit of the U.S. Government.

In my auditing career, I audited at the individual agency level, accounting office level, and at the consolidated Other Defense Organizations (ODO) and DoD agency wide levels. My experience covers the entire spectrum from transactions to statements. At the individual agency level, I faced the unique challenge of auditing organizations who had not historically been the subject of intensive financial audits. To best use my limited audit resources, I identified high risk areas which I then audited at organizations such as the Joint Staff, the Defense Advanced Research Projects Agency, and the Missile Defense Agency. The benefit of my approach was quickly evident. For example I led an audit of the controls and processes for recording obligations that showed significant amounts of obligations were not being recorded in a timely manner, even to the extent of being recorded in the wrong fiscal year. The same audit showed that \$882.3 million of unliquidated obligations from expired appropriations were inaccurate and unreliable. The

benefit of revelations like these was that financial managers were convinced of the need to implement better controls over their use of budgetary resources.

With limited audit resources, I faced a distinct challenge in determining which specific accounting offices supporting ODO to select for audit so that my investment produced the highest return. I ranked accounting offices according to which offices had the largest reported anomalies in their trial balances, then I selected the most problematic offices. Based on this prioritization, I conducted audits at accounting offices in Virginia, Texas, Ohio, and Indiana. I focused on internal controls and reporting processes at the transaction, account balance, and report level. My audits yielded benefits as I helped accountants discover and correct problems. For example, at one accounting office we identified and helped correct a \$227 million error in Accounts Payable Federal that occurred because the wrong accounts had been combined. Through this series of audits, I successfully convinced accountants to implement analytical reviews of their products.

Above the accounting offices, I conducted audits of the ODO consolidated financial statements, which consolidated approximately 50 DoD entities and reported \$53 billion in appropriations received, \$44 billion in assets, and \$215 billion in liabilities. Auditing a consolidation function that relies on accounting processes supporting 50 entities, presents a challenge in defining the proper audit scope. I targeted several high risk areas and the reports I produced enabled DoD management to make investments in high return areas.

As an example, I determined that the process used by the financial statement compilation team to collect and aggregate information presented a high risk because the vast network of supporting accounting offices and agencies submitted financial data in various formats. By auditing this critical nexus between the supporting accounting offices and the compilation team, I was able to deliver profound audit results that pushed improvement in both directions. For example, one of my audits showed that in FY 1999 the ODO compilation team accepted trial balances with negative balances totaling \$3.4 billion for 29 DoD entities, duplicate account balances of \$176.3 million, and incomplete trial balances. As a result, I made detailed recommendations, which DFAS implemented, to establish quality controls specifying what would be accepted and would be returned to the accounting offices for correction. This process applied a discipline that produced quality.

### **3. Proven ability in identifying and initiating independent action on complex issues of accounting and financial problems of very broad scope.**

At the end of FY 2002, the IG reported 13 material deficiencies that DoD needed, at a minimum, to correct in order to obtain a favorable audit opinion. I was instrumental in eliminating 2 of those deficiencies during FY 2003. The challenge I faced was to show that the deficiency was materially resolved. One deficiency related to the poor quality of data used to compile DoD's retiree health care liabilities, which in aggregate are about \$700 billion and have a major impact on the financial statements of the U.S.

**Government. I provided aggressive oversight to the audit of the Medicare Eligible Retiree Health Care Fund, which is about \$476 billion of the total liability, and I used results from that audit to obtain the IG's concurrence that the data quality deficiency was no longer material to DoD's financial statements. To overcome the second deficiency, I cited improvements in DoD's expenditure reporting to successfully convince the IG that problem disbursements also no longer represented a material deficiency. As a result of my resolute leadership, the IG reported only 11 material deficiencies in its FY 2003 audit report on the DoD agency wide financial statements.**

**I continue to lead aggressive progress in resolving the remaining 11 deficiencies. For example, I am leading DoD's effort to properly eliminate internal transactions between DoD components when preparing consolidated financial statements. The inability to eliminate transactions between internal components is a major deficiency for the U.S. Government as a whole and for DoD. At the national level, OMB has established as a priority the implementation of the Intragovernmental Transactions Portal to resolve this deficiency. I have led an extensive coordination effort with OMB, other Federal departments, and DoD functional and accounting offices to implement this national priority. I oversaw the formulation of an integrated process team between the USDC and the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics and I oversaw the development of a project management office to implement DoD's systems solution. To date, our efforts have been heralded by OMB as exemplary. As I implement OMB's government wide solution, I am simultaneously identifying opportunities to use pieces of that solution to resolve DoD's major deficiency.**

**For DoD's material deficiency related to environmental liabilities of approximately \$61.5 billion, I have led a DoD wide effort to ensure these liabilities are properly estimated and reported. The challenge has been to educate and engage engineers, who are non-accountants, to prepare estimates that will meet rigorous audit tests and to retain documentation that will support their estimates. At my request, the IG prepared a best practices guide which we distributed to our functional community. Functional engineers and auditors now have a common understanding of the threshold for achieving a successful audit. We are achieving success. For the \$10 billion of DoD's environmental liabilities associated with nuclear powered ships, a recent audit showed that the estimating procedures were reasonable.**

**My experience as the IG's Agency Wide Audit Project Manager equipped me with the vision to lead a major paradigm shift now that I serve as DoD's Assistant Director for Performance and Accountability Reporting. Traditionally DoD financial managers have developed plans to obtain favorable audit opinions by focusing solely on reporting numbers accurately, but failed to realize that audits are passed only when the numbers are proven to be accurate. As a result, DoD failed previous audits because managers did not prepare a strategy for passing the audit. I saw this challenge as a strategic opportunity. Through a series of meetings with the Director for Accounting and Finance Policy and Analysis and the Deputy CFO on the management side and the Director DFS on the IG side, I laid out the need for DoD to develop a management led**

strategy for passing audits. With their full support I have campaigned for this new strategy when speaking at conferences and conducting meetings. I have laid out a mandate for DoD managers to include in their solution portfolios, plans for how they will collect and display information to persuade auditors that their numbers are reported accurately. In response to my recommendation, the USDC issued specific guidance requiring accounting offices to archive data and develop a protocol for retrieving that information to support anticipated audits.

**4. Knowledge and/or experience in analyzing financial statements or reports identifying deficiencies, and formulating and overseeing of plans to resolve deficiencies.**

As the Assistant Director for Performance and Accountability Reporting, I have led the entire Accounting and Finance Policy and Analysis Directorate in quality reviews of the quarterly financial statements prepared for 19 DoD components. Because OMB has accelerated the financial reporting schedule, the time available to conduct reviews has decreased. Notwithstanding the time constraints, my expectations for these reviews have been rigorous. I required staff to review statements for obvious errors, to compare amounts on the face of the statements to amounts in the notes, to explore the causes for fluctuations on the balance sheet and statement of net cost, to evaluate the adequacy of disclosures, and to review the overall readability of the notes. When anomalies have been identified, I have required my staff to make inquiry and coordinate changes with the management of the DoD component and their supporting accounting office.

Initially, I met resistance. Entities and accounting offices offered excuses or weak explanations for why anomalies existed. My staff at first accepted these explanations. I refused. As the financial leaders in DoD, I insisted that we raise the quality of DoD's statements. I sent my staff back to the entities and accounting offices with guidance to persist in their inquiry until they obtained a solid answer and, as appropriate, corrected the problem. My resolute commitment motivated financial managers to delve more intensely into their financial operations. Many times, when the causes of the problems were discovered, financial managers and their accounting offices solved the problems immediately or formulated plans to correct the problem during the next reporting period. To hold the entities accountable, I implemented a process for tracking these plans and required my staff to obtain a status each month. As a result, problems were corrected. Our success was evident in recent Congressional testimony when the USDC complimented the quarterly reviews and the resulting improvement to the statements.

When the USDC announced the DoD financial improvement initiative, I was selected by the Director for Accounting and Finance Policy and Analysis to establish and lead the program. I am responsible for leading the entire planning and implementation process, and our first major objective was to collect from each DoD entity an improvement plan. My office prepared guidance, which the USDC signed, that laid out the requirements for the improvement plans. Many entities were unfamiliar with developing improvement plans. To overcome this challenge, I have provided constant

instruction to my staff on the elements of a quality plan and enabled them to assist entities with preparing detailed and actionable improvement plans. We coordinated with entities throughout all of DoD and quickly collected 33 plans covering approximately 75% of DoD's financial operations that had not previously obtained an unqualified audit opinion. In addition, to collecting plans we developed business rules for governing the plans and established a solid coalition of improvement champions for nearly every major component of DoD.

Earlier in my audit career as the ODO Audit Project Leader, I observed that accounting offices lacked strong analytical controls. To overcome this challenge, I partnered with accounting offices to demonstrate the value of reviewing trial balances and reports on budget execution. For example, at one accounting office my audit showed that \$141.4 million of unobligated funds were incorrectly reported as available when they had actually expired. The immediate benefit was that we notified management in time to correct the year-end reports. The long term benefit was that we showed how a low cost analytical review procedure can dramatically improve the quality of financial reports.

**5. Experience supervising a professional workforce with responsibility for a variety of complex and comprehensive accounting and reporting functions.**

As the current Assistant Director for Performance and Accountability Reporting in the Office of the USDC, I have supervised a staff of six general schedule (GS) 15s, three GS 14s and one GS 7. My senior professionals have generally been top performers in their organizations prior to joining my staff and bring with them a vast blend of experience. My staff is highly professionalized with advanced degrees, professional certifications, and diversified experience. Under my supervision, they regularly work with executives and senior managers inside and outside of DoD. A challenge with leading such a senior staff is to access their vast experience while imparting to them a corporate level vision and blending them into a united team. I have overcome this challenge by conducting regular team meetings, planning sessions, and one to one conversations. In these forums, I describe how, as DoD's financial leaders, we are the primary advocates of where DoD must go in the future so that we can implement incremental steps to achieve DoD's goal of improved financial reporting and a favorable audit opinion. During recent mid-year evaluations, I explained to team members how their individual tasks supported the USDC mission, and I gained commitments from them to help accomplish the mission by jointly setting specific written performance goals in addition to the performance standards.

My staff is organized into two teams, the financial operations teams and the financial improvement team. The span of my oversight, presents a challenge for guiding my staff to lead and direct these initiatives. The span of my responsibilities include a broad portfolio of programs and initiatives to accomplish national and DoD priorities including the:

- *DoD Management Control Program* a national priority that requires extensive and continuous coordination with OMB and 31 DoD entities,
- *DoD Financial Improvement Initiative* which requires continuous education and coordination with OMB, GAO, and all of DoD,
- *Implementation of OMB's Intragovernmental Transactions Portal*,
- *Quality Control Reviews* of the quarterly and year-end financial statements for 19 DoD components and biannual briefings to the USDC, OMB, GAO, and the IG,
- *Performance and Accountability Reporting* which requires leadership for 5 major reporting processes and coordination across all of DoD,
- *Development of 17 DoD Financial Metrics* which requires coordination with organizations internal and external to DoD,
- *Audit Committee Leadership* with 11 audit committees,
- *Promulgation of 13 chapters of the DoD Financial Management Regulation* that requires coordination with the FASAB, the U.S. Treasury Department, and OMB,
- *Tracking and Resolution of DoD's Auditor Identified Major Deficiencies*,
- *Preparation of Congressional Testimony*, and
- *Support for the CFO Council* established by the CFO Act.

I overcame the challenge of leading this wide span of programs by instilling the highest levels of leadership in each staff person. To do this, I clearly assigned tasks, prescribed my expectations, and defined measures of success. Under my leadership, my senior level staff understand their roles and exercise leadership that produces decisions and outcomes.

When I first assumed my responsibilities as the Assistant Director for Performance and Accountability Reporting, I had one team. To implement DoD's financial improvement initiative, I established a second team. A challenge of forming this team was to develop the proper portfolio of skills. I determined that our mission of achieving a favorable audit opinion targeted two primary groups of people. One group was management in the financial management offices of the Army, Navy, Air Force, and Defense Agencies along with the accountants who support them. The other group was the auditors. To ensure continuity and unite these two groups, I built a team with a cross section of auditors, accountants, and management professionals. The benefit from this blend is that the team has rapidly built processes and tools that enable auditors and financial managers to clearly communicate within a framework of common expectations.

In my career as the IG's ODO Audit Project Leader, I was assigned one team of audit professionals. After demonstrating the critical importance of ODO to the Defense agency wide statements, I convinced senior IG management to increase my staff to two teams. My teams conducted jobs at different geographical locations, a phenomena which presents unique challenges because teams can become isolated and ambivalent about what their sister teams are doing. Additionally, I needed regular visibility over each team's performance. I overcame these challenges by collecting routine updates from each auditor and preparing an Electronic Team Meeting email that summarized for all teams the status of each person's assignments, upcoming events, and instructions from me. My staff felt informed, aware, and connected. Using this technique, I was able to

ensure continuity, mitigate confusion, foster team spirit, maintain performance accountability, and honor smart work.

Developing high performance teams involves breaking down barriers. When leading audit teams, I emphasized team building through innovative techniques. For example, I required auditors to have their colleagues critique their audit products prior to bringing their products to me for review. At first, team members were bashful about having peers review their work, but I convinced them that including their peer's experience in their own work, would help them supply a better final product to me. They cooperated and their excitement increased as they observed the dramatic improvement in the quality of their work. A new enthusiasm spread through the team as they consulted with and learned from one another. Team members cheered one another's successes and took pride in serving together. These benefits enabled us to be one of the top producing teams in the entire DFS directorate. My team regularly prepared nearly twice the number of reports as other teams of comparable size. My reports were regularly complimented by our editorial staff, and clients concurred with our findings and recommendations.

At the IG, a grade-focused culture had frequently discouraged young auditors from remaining with the IG. If they were a GS 5, 7 or 9, some project leaders would not permit them to write audit reports or be responsible for significant segments of an audit. I led from a different paradigm. To me, performance and skill were not limited by a grade level. If a person had the skill to perform a job, I provided the opportunity to gain experience while I provided oversight. My approach was self motivating. Young professionals wanted to work on my teams and volunteered to go above and beyond the normal performance standards. I have had the satisfaction of giving star performers the opportunity to shine, and staff on my teams have been awarded honors such as junior auditor of the year, auditor of the quarter, and the IG organizational improvement award.

## EXECUTIVE CORE QUALIFICATIONS

### 1. LEADING CHANGE

My ability to lead complex change at an organization level can be illustrated by two examples. The first is drawn from my experience in leading a transformation in DoD's strategic approach to obtaining a clean audit opinion on its financial statements. In 1998, as the IG's ODO Audit Project Leader, I determined a major expansion in DoD's approach to financial auditing was warranted. To achieve the national priority of getting a clean opinion on the financial statements of the U.S. Government, DoD needed a clean opinion. Unfortunately, management at DoD, the IG, and GAO were not aware of how critical the 50 ODO activities were to the DoD agency wide and U.S. Government financial statements. Through a series of persuasive briefings, I showed that ODO comprised nearly 17% of DoD's appropriations received and 23% of DoD's liabilities, and was material to 44 lines on the agency wide financial statements. My facts were convincing. I was instrumental in persuading management at the IG and the GAO that an entire staff needed to be dedicated to auditing ODO. Concurrent with persuading audit management, I used these facts to successfully convince executive management at DFAS to establish a team of accountants dedicated to serving the complex entities of ODO.

Senior IG leaders gave me their full support to lead the expansion of the IG's audit emphasis to include ODO. I developed annual audit plans including audit objectives, milestones, resource requirements, and deliverables. Because of the precision of my planning and my reputation for results, senior IG leaders gave me the staff to lead a series of 12 audits focusing on two strategic areas, the execution level and the consolidated level. My audits made visible to senior DoD leaders the pervasive lack of controls at agencies, accounting offices, and compilation centers. My reports which were submitted to DoD management and 13 Congressional committees served as a catalyst for opening a new era of awareness. Management throughout DoD concurred with my recommendations and expressed appreciation for my leadership.

To bolster my efforts in changing DoD's paradigm, I spoke at a series of the Defense Agency Conferences. Using precise facts, I explained how critical ODO was to DoD. I shared vivid audit results, explained strategies for improvement, and conveyed to the comptrollers of the Defense agencies the urgency of improving the quality of their financial statements. Comptrollers began to take action. I worked tirelessly with accounting offices, the Comptrollers' offices, external auditing firms, and IG teams. Because of the impact of ODO on the U.S. Government's financial statements, I also met with GAO to address issues with national significance. Based on the momentum of my paradigm shift, the Office of the USDC required 9 of the 50 agencies to prepare stand alone statements and obtain audits. Success was achieved as DFAS, the Defense Commissary Agency, the Defense Contract Audit Agency, and the Defense Threat Reduction Agency all obtained favorable audit opinions.

My ability to lead complex change can be further illustrated by my experience in leading a transformation of the audit processes in the IG's DFS Directorate. With nearly 150 professional auditors, DFS was the largest audit directorate within the IG. During 2002 and 2003, DFS was reeling from a peer review conducted by the Health and Human Service Inspector General that identified pervasive deficiencies in the quality of financial statement audits, reports, and processes. As a member of the President's Council on Integrity and Efficiency and as the organization with the statutory responsibility of auditing one of the U.S. Government's largest departments, the IG, and its DFS Directorate, needed critical transformation.

Because of my proven ability to pioneer change in austere circumstances, the Deputy Assistant Inspector General for Audit selected me to be the Agency Wide Audit Project Manager to lead the audit of the DoD agency wide financial statements and to lead a major directorate transformation. I provided leadership to 14 audit teams and more than 125 auditors who prepared audit reports that fed into the project I managed. After a careful assessment, I decided to target change in four areas: strategic and tactical leadership, culture, organizational structure, and technical expertise. My integrated approach was precise, flexible, and effective.

I developed a strategic audit model to provide a framework for decision making. My decision model linked three critical influencing factors: the President's Management Agenda, which established as a national priority the improvement of financial reporting; the National Defense Authorization Act of 2002 that limited the IG to performing minimal audit procedures on financial statements DoD deemed unreliable; and GAGAS, which had to be met when conducting audits of any size. My model was approved by the DFS Director and laid out specific criteria and decision points to guide teams in determining the appropriate audit scope for their clients. I quickly eliminated ambiguity.

The disparity in the IG's audit processes occurred because audit teams were isolated from one another procedurally and geographically. I synchronized the processes of all 14 teams by developing the first internal directorate planning calendar that identified standard tasks and universal due dates. To hold each team accountable and motivate managers, I developed the Financial Statement Tracking Tool to monitor our progress. I solved the knowledge disparity among our field and headquarters teams by developing a single information portal, the DFS CFO Web Site, to rapidly disseminate information. I personally visited teams at headquarters and in our Denver, Indianapolis, Cleveland, and Columbus field offices to provide on site tactical leadership. Division program directors complimented my ability to explain our audit approach, clarify timelines, and answer technical questions, and they thanked me for helping the Directorate's teams achieve consistency and improve quality.

I transformed our audit culture by focusing on excellence and customer service. I required that our audit tools, such as audit guides and reports, be standardized and linked directly to authoritative standards. In meetings, conferences, and written guidance, I referred to DoD, the Military Departments, and Defense agencies as our clients, and

borrowing from a common private industry practice, I introduced the use of client engagement letters to jointly plan audits with our clients. Managers and auditors rallied to support this cultural shift.

To overcome the lack of central planning and coordination which had led to disjointed audit results, I formed a new Directorate Leadership Services Team. This team included: a strategic planner, who developed current and long range plans to address emerging needs; a directorate coordinator and integrator, who ensured information was horizontally consistent among the 14 teams and vertically consistent with the agency wide audit; and, a technology innovator, who applied technical solutions to remedy inefficiencies. As an example of our success, we implemented a standard automated technical solution that reduced the time for preparing client risk assessments by approximately 50%.

To resolve technical deficiencies identified by the peer review, I designed and, with the approval of the Director DFS, established four technical committees that focused on client coordination, audit planning, audit reporting, and quality control. I assigned objectives to the committees, monitored their progress, and ensured delivery. They delivered a wide ranged of enhanced, GAGAS based, standard products including a standard client engagement letter, standard audit guide, standard audit report template, and standard quality control checklist. I successfully replaced disparity with continuity.

Throughout this transformation, I regularly briefed the Deputy Assistant Inspector General for Audit and the Director DFS. Because of my vision, ingenuity, and resolute leadership, we transformed the financial statement auditing process within one year. During our transformation, a team from the President's Council on Integrity and Efficiency reviewed our progress and gave us an "A." Later a full peer review by the Housing and Urban Development Inspector General awarded us an unqualified opinion.

As part of my commitment to continuous personal improvement, I am completing the final project of my masters program and have used this learning experience to import best practices from industry to solve government challenges. As a certified public accountant (CPA), I regularly meet the annual continuing professional education requirements of the GAO and the Maryland State Board of Accountancy.

## **2. Leading People**

As a leader and manager, I have mentored people, developed performance and training plans; counseled, appraised, interviewed, and recruited employees; and taken disciplinary actions. I developed award winning high performance teams. My reputation for propelling people to excel in their careers has made it easy for me to attract superb staff. I value the quality of advice and counsel that emerges from a team of professionals with different genders and nationalities. I have had the distinct privilege of mentoring minorities and the pleasure of watching my advice and counsel help them achieve

success, honor, and promotion. Whether leading people who work as teams or work independently, I have inspired team spirit by publicly complimenting stellar performance.

As the current Assistant Director for Performance and Accountability Reporting, I lead two teams of highly credentialed and experienced staff consisting primarily of GS 15s and GS 14s who are divided into the financial operations team and the financial improvement team. When I assumed the supervision of these teams, I faced the challenge of reducing bottlenecks related to processing sub-tasks for each project. Sub-tasks were distributed to each person and each person reported to me on the status of their piece of the project. Too much of my time was consumed answering questions primarily related to processing. Without adding additional management layers, I implemented a project leader structure by appointing staff members as project leaders and empowering them to lead their peers on specific projects. Throughout a project, each team member who had a task on that project reported to the designated project leader. For example, I appointed a financial statement project leader, who developed a production plan, answered processing questions, and forwarded questions requiring management decisions to me. My resourceful staffing decision reduced our financial statement review time by up to 25%, improved morale, and freed me to provide continuous and uninterrupted leadership to my portfolio of responsibilities. The staff expressed appreciation for this timely change and applauded the benefits they each reaped from this more efficient process.

During 2002 and 2003, the Financial Statement Audit Network, a forum with representatives from Inspectors General throughout the government, and representatives from GAO and OMB, asked me to establish the Accelerated Audit Reporting Committee and lead, at the national level, a group of people to identify strategies for accelerating financial statement audits. I successfully created the committee by formulating a charter, recruiting members from various federal departments, and establishing an active agenda. One of the primary accomplishments of this committee was the development of a CFO Audit Survey that we distributed to Inspectors General. We collected the survey results, analyzed the data, and distributed the results back to the Financial Statement Audit Network. Our survey results were profoundly useful in helping IG's anticipate high risk areas and apply lessons learned. I enhanced the visibility and functionality of this group, through my personal communications with the U.S. Postal Service Deputy Inspector General for Audit, who helped establish a partnership with the President's Council on Integrity and Efficiency Audit Subcommittee. I also met with the Treasury Fiscal Assistant Secretary to forge a partnership with the CFO Council's Accelerating Reporting Subcommittee. Under my leadership, this group became an active resource in helping IGs meet OMB's national objective of accelerating financial reporting.

When I served as the IG's Agency Wide Audit Project Manager, the DFS faced a unique training challenge among its audit professionals because GAO had revised the rules on independence. As a consequence, the audit agencies of the Army, Navy, and Air Force could no longer issue opinions on the financial statements of their respective Departments. That work load transferred to the IG. More than 125 audit personnel

required training to conduct financial statement audits and prepare the appropriate reports. I assessed this knowledge deficit and initiated a series of annual planning and education conferences. First, I focused on equipping the 30 managers and senior staff responsible for leading our financial statement teams with the proper knowledge and tools. By training these leaders first, I was able to create a quick momentum for distributing knowledge and foster a strong commitment to the new effort. I designed the first conference to focus on resolving questions and delivering tools for immediate use. Managers brought many questions and strongly held opinions. As the conference chair, I invited candid deliberations but was diplomatically firm in guiding the conversations to an appropriate conclusion so our facilitators could accomplish the planning and training objectives. Managers complimented my deft handling of the conference and expressed gratitude for the tools that I had provided.

I scheduled a second conference for a much broader range of the DoD financial reporting community that included audit managers, senior auditors, accountants from the DFAS, and representatives from the Military Departments, Office of the USDC, and GAO. Approximately 125 people attended. Our staff needed a fresh vision of their role and a new tone of partnership with the clients. I took the unprecedented initiative to invite the IG and the DoD DCFO to address the audience. These two senior officials communicated a new vision that made clear the importance of the financial statement audits. As the conference chair, I used that momentum to lead our audience through a series of carefully crafted education sessions on financial statement audits.

### 3. Results Driven

I have an established reputation of personally producing results and expecting those who work under my leadership to produce results. As the current Assistant Director for Performance and Accountability Reporting, I have the task of producing DoD reports, guidance, and correspondence. A sample of these includes the:

- *DoD Performance and Accountability Report* that requires approval by the Secretary of Defense and is provided to OMB, GAO, the IG, and Congress,
- *Annual Statement of Assurance* that requires approval by the Secretary of Defense,
- *Quarterly Financial Statements* and *Annual Financial Statements* for 10 entities which are provided to OMB and 9 internally required entities,
- *Annual Report on Reliability* approved by the USDC and provided to 4 Congressional Committees,
- *Annual Report on Redirected Resources* approved by the USDC and provided to 4 Congressional Committees,
- Input for the *Monthly Improvement Plan Updates* which are provided to OMB,
- Input for the *Presidential Management Agenda Quarterly Updates* which are provided to OMB, and
- *Audit Engagement Letter* and *Management Representation Letters* that are approved by the USDC and provided to the IG.

A challenge with preparing these types of packages is to ensure that each package has been coordinated with the proper stakeholders. I carefully manage time lines to ensure we provide for full coordination in time to achieve our due dates. Because these and many of the other written products I oversee are officially signed and issued by senior DoD officials who are appointed by the President, I insist that each product is prepared on time with maximum attention given to quality.

One of the most visible reports, the Performance and Accountability Report (PAR), contained five major parts: the Performance Report required by the Government Performance and Results Act, the annual financial statements required by the CFO Act, the annual Statement of Assurance required by the Federal Managers' Financial Integrity Act, the Audit Opinion from the Inspector General, and the Inspector General Summary of Management Challenges. My mandate was to accelerate production of the PAR. The challenge was to simultaneously accelerate all five reporting processes and their supporting networks. To accomplish this undertaking, my immediate priority was to build a schedule of work products and milestones and to establish a solid network of partners who would successfully accelerate their processes.

First, for the performance piece of the PAR, we engaged the Office of Programs, Analysis, and Evaluation (PA&E) which collects performance information from a vast network that covered nearly all of DoD. Originally PA&E believed the PAR was solely a financial report and did not understand the need to accelerate their process. After an intensive education effort to explain that the Reports Consolidation Act of 2002 required the inclusion of performance information in the PAR, we successfully convinced PA&E to announce and implement an accelerated collection schedule for performance information. Second, the financial statements that are included in the PAR are compiled from 333 entity level trial balances that draw information from more than 474 accounting systems. We issued a detailed calendar with accelerated dates that identified when specific tasks had to be completed. Third, for the management control program, we accelerated the date that all supporting entities had to submit their Statements of Assurance by 31 days, a 50% reduction in the reporting time. For the IG's two contributions, we also coordinated a successful acceleration of their reporting process. While simultaneously leading the acceleration of these five processes, I oversaw a dramatic revision of the format, presentation, and content of the PAR to improve readability and to ensure a citizen centric message clearly communicated how DoD served the American people. At the end of the PAR compilation, we coordinated the report with 20 senior level DoD offices including the Secretaries of the Army, Navy, Air Force, the Under Secretaries of Defense, and selected Directors of Defense activities. As a result of my aggressive leadership in accelerating these five major reporting processes, DoD successfully decreased the production time from 123 to 84 days, a 32% reduction.

Another example of my commitment to achieving visible results is demonstrated by my overhaul of DoD's Management Control Program which is a national priority required by the Federal Managers' Financial Integrity Act and which has received

increased emphasis by OMB during the past two years. This program consists of a network of 31 DoD components including the Under Secretaries, Military Departments, combatant commands, and Defense agencies. When I took over the program, it was a manual process with little oversight or accountability. Under my leadership, by the end of FY 2003, I led DoD to adopt OMB's Financial Information Progress System to automate the process for tracking the 11 auditor identified major deficiencies and 40 material weaknesses reported in the annual statement of assurance and the associated 209 actions to correct those deficiencies. To motivate field program managers, I introduced the use of a scorecard that measured, among other items, quality, accuracy, and timeliness. After the scorecard results were announced at the annual DoD Management Control Conference, field program managers have taken a more aggressive role in implementing the program. To achieve even greater success in correcting material weaknesses, I have initiated a requirement for components to report on the status of their corrective actions at the middle of the year, instead of just at year end, so that potential slippage can be identified and senior leaders alerted in time to take action. The total material weaknesses for DoD decreased from 70 at the end of FY 2002 to 40 at the end of FY 2003. Our success in implementing this national priority has been applauded by OMB.

#### **4. Business Acumen**

As the Assistant Director for Performance and Accountability Reporting I was given a mandate for developing and implementing DoD's financial management improvement initiative. Successful implementation depended on developing an effective framework for bringing together management from the Departments of the Army, Navy, Air Force, the Defense agencies, auditors from the IG, accountants, and representatives from across the Department. Action was needed on two levels. First, I needed an immediate increase in my staff to handle the additional workload of the initiative and, second, I needed a senior level steering group to provide Departmental direction, oversight, and decisions.

I laid out a detailed proposal to add a team of 10 personnel to provide a core staff responsible for providing leadership across all of DoD. I identified specific roles and responsibilities for these positions and submitted the proposal to the USDC for approval. Based on the clarity of the position descriptions and specific linkage to the intended outcomes of the program my proposal was approved with a combination of permanent positions and contract support. Within approximately three months of being approved, this new team had successfully collected plans from 33 DoD components, designed basic business rules for components to follow in moving toward favorable audit opinions, and coordinated the development of a standard database for managing these plans. At a Defense wide level, I proposed that the USDC establish a Financial Management Improvement Executive Steering Committee (ESC) that included the DCFO, the Deputy Under Secretary of Defense (Comptroller) for Program and Budget, the Director DFAS, and the Deputy Inspector General for Audit—who serves as an advisory member. My proposal was approved. I now establish the agenda, pre-brief the chair, and during each

meeting the chair relies on me to verbally explain each agenda item, ensure resolution is reached, a decision is made, or that an action item is taken.

At the first ESC meeting, I proposed two sub-committees be established, a Review and Prioritization Committee to evaluate financial statements that were candidates for audit and a Funding Committee to evaluate funding strategies and monitor the overall cost of the program. My proposal was approved and I was appointed chair of each committee. This framework has been especially successful in implementing the improvement initiative quickly. As a result of my careful preparation and research, I was able to obtain the ESC's approval for audit reviews of \$546.7 billion of Appropriations Received, \$8.9 billion in Federal Employees Compensation Act liabilities, and several financial systems at the first ESC meeting.

Earlier in my career as the ODO Audit Project Leader in the IG, I successfully introduced innovations that leveraged existing technical resources to reduce audit cycle time and I was awarded the IG's Organizational Improvement Award. For example, in our financial audits we reviewed hundreds of trial balances with thousands of accounts to determine if each account balance was recorded as a debit or credit balance as prescribed by the U.S. Treasury Standard General Ledger. The task was large and tedious. I used existing database software to automate this process by leading my staff to develop the Electronic Trial Balance Analyzer. With this analyzer, we quickly identified problematic account balances, and a task that had previously taken approximately a week, I reduced to a few hours. At one accounting office alone we identified and helped reduce problematic balances from \$233.8 million down to \$75.6 million, a reduction of 68%. Having seen the tool's success, I exported the tool to our audit clients, and one client, the Washington Headquarters Service, used our tool to identify and then reduce problematic balances from \$74.9 million at mid-year down to \$4.6 million by year end, a reduction of 94%.

In my auditing career as the IG's Agency Wide Audit Project Manager, I assessed a major training deficiency among the audit professionals. To overcome this pervasive challenge, I developed an extensive strategic education plan with a hierarchy that focused on core knowledge competencies, core skill competencies, advanced degrees, and professional certifications. The Deputy Assistant Inspector General used my education hierarchy to brief senate staffers on Capitol Hill about the IG's plans to improve the level of professionalism among the IG staff. The senate staffers were enthusiastic and applauded my strategy. That strategy was adopted as a foundation for developing recruiting and training priorities in the DFS Directorate.

While conducting operational audits for the IG, I took the initiative to explore DoD's strategy and practices for developing and deploying equipment that required the use of the electromagnetic frequency spectrum. Military personnel assigned to the European Command in Germany expressed frustration over receiving military equipment that they could not use because the frequencies interfered with the way Germany used the electromagnetic frequency spectrum. I visited offices in the European and Central Commands and the Joint Staff, and I interviewed personnel responsible for frequency

Care Fund, a fund with \$476.5 billion of liabilities, was not resolving issues presented by the auditors. I intervened and the leadership for the committee was reassigned to the appropriate management. I then had my staff representative describe in detail to the new chairperson my expectations for the audit committee. Because of my well-timed intervention the new chairperson rose to the occasion and successfully resolved obstacles so that the fund received a favorable audit opinion for the majority of its operations. Because this fund was so large, these favorable audit results were good news for DoD's financial statements and the financial statements of the U.S. Government.

In my career, I have a noted reputation for leading people with strongly held, differing opinions to form consensus decisions. While leading DoD's financial improvement initiative, I am daily dissolving barriers from the past. As an example, the Air Force planned that several portions of its financial statements would be ready for audit; however, because of a previous failure to pass an audit, many stake holders were skeptical. I traveled to Denver where I gathered all the stakeholders together including Air Force, DFAS, Air Force Audit Agency, and the IG. At the meeting's start, I explained that the objective of the group was to determine if the proposed financial statement segments were in fact ready for audit. I asked management, the accountants, and auditors to be totally candid. I challenged the group that we did not want to be in a future position where we looked back at this meeting and wished we had been more courageous in dealing with the tough issues. My ground rules were clear--be candid, courteous, and constructive. As the chair, I enforced the ground rules. Auditors raised lessons learned and reminded management of previous audit findings. Accountants and management explained new capabilities, corrective actions, and improved processes. At the end of the inquiry, the entire group reached a consensus on the financial statement items that were most likely to pass audit. Both sides complimented my skilled leadership, and through careful brokering, a bridge of cooperation had been built.

FORM 75 DATA

AS OF: 20-APR-04

NAME_PERS	WITTER JONATHAN R	SCD_CIV_LEAVE	(b)(6)
SSAN_EMPL_CON_NR	(b)(6)	POSN_WORK_SCHED	F
DOB	(b)(6)	POSN_OCCUPD_ID	1
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PAYROLL_OFFICE_ID	PE	SOID	DG
CURR_PAY_PLAN	GS	AGCY_CD	DD
OCUPTNL_SRS	0510	PAS_PERS_OFF_ID	(b)(6)
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TENURE_GP_EMPL	(b)(6)	DT_RTND_GRADE_EXPIR	**
FEGLI	(b)(6)	DT_SCTY_INVES_COMPL	**
ANNUITANT_INDICATOR	(b)(6)	DT_PROB_TRI_PRD_BEG	**
PAY_RATE_DETERM	0	DT_PROB_TRI_PRD_ENDS	**
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SUPV_DIFF_PAY	**	FROZEN_SERVICE	0000
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TSP_ELIGIBILITY_DATE	**	TSP_SCD	(b)(6)
TSP_EMPL_AMT	**	TSP_STATUS	(b)(6)
		TSP_STATUS_DATE	(b)(6)

Christine E. Wormuth

(b)(6)

## EXPERIENCE

### Senior Fellow, International Security Program

Center for Strategic and International Studies (December 2004-present)

#### Defense Studies and Publications

- Lead investigator for new CSIS study examining how to redesign U.S. military's officer corps for future challenges
- Co-Author, CSIS report on "The Future of U.S. Civil Affairs Forces," February 2009
- Contributing author, CSIS study on "Transitioning Defense Organizational Initiatives," November 2008
- Staff Director and principal report author, Independent Commission on the Security Forces of Iraq ("the Jones Commission"), Summer 2007
- Author of July 2006 CSIS report, *The Future of the National Guard and Reserves*, an 18-month study outlining more than 40 recommendations for sizing and shaping the National Guard and Reserves in the 21<sup>st</sup> century
  - Testified before the Commission on the National Guard and Reserves, June 2006
  - Hosted major CSIS conference to debate recommendations of the Commission on the National Guard and Reserves, April 2008
- Member, Defense Science Board Task Force on the Role of the National Guard and Reserves in the global war on terrorism (October 2006-April 2007)
- "Transformation of the Reserve Component: Opportunity for Real Change," Threats at Our Threshold: Homeland Defense and Homeland Security in the New Century, U.S. Army War College, 2007
- "Total Force Policy: The Sequel," The Future of the Citizen Soldier, Conference Proceedings, The Cantigny Foundation and the Virginia Military Institute, October 2007

#### Homeland Security Studies and Publications

- Author of June 2008 CSIS report, *Managing the Next Domestic Catastrophe: Ready (Or Not?)*, a major study making more than 20 recommendations designed to achieve greater unity of effort in responding to catastrophes inside the United States;
  - Study includes examination of the role of the National Guard in homeland security
  - Testified before House Homeland Security Committee, June 2008
- Author of July 2006 CSIS report, *The Future of the National Guard and Reserves*, including a chapter and recommendations on the role of the Guard and Reserves in homeland defense and civil support
- Contributing author, Beyond Goldwater-Nichols Phase 2 project, June 2005
  - Authored chapter on "Elevating and Strengthening Homeland Security Policy"
- "The Next Catastrophe: Ready or Not?" The Washington Quarterly, January 2009 issue
- "Stronger Together: Merging the Homeland Security Council and the National Security Council," The Journal of Homeland Security Affairs, January 2009.
- "Is a Goldwater-Nichols Act Needed for Homeland Security?," Threats at Our Threshold: Homeland Defense and Homeland Security in the New Century, U.S. Army War College, 2007
- "Rethinking the National Guard and Homeland Defense," CSIS white paper, March 2007
- Testified on "Structuring National Security and Homeland Security in the White House, Senate Homeland Security and Government Affairs Committee, February 2009.
- Testified on the DHS Quadrennial Homeland Security Review, House Subcommittee on Management, Oversight and Investigations, Committee on Homeland Security, July 2008.
- Testified on "Homeland Security Risk Assessments" before the House Subcommittee on Intelligence, Information Sharing and Terrorism Risk Assessment, Committee on Homeland Security, November 2005.

#### Media Appearances and Conferences

- Frequent speaker on National Guard, Reserve component, defense and homeland security issues at a wide range of conferences, panels, task forces

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- Quoted in *The New York Times*, *The Washington Post*, *The Los Angeles Times*, *The Wall Street Journal*, *US News & World Report*, *USA Today*, *The Baltimore Sun*, *The Houston Chronicle* and many other newspapers
  - Appearances on ABC News, NBC News, CBS News, CNN, MSNBC, CBC and several other cable news channels

### **Principal, DFI Government Services**

DFI International (April 2002-December 2004)

- Client area manager for over \$2 million annually in homeland security and defense policy contracts
- Managed staff of 15-20; participated as senior manager in strategic planning and business development efforts
- Project manager for a diverse range of clients, including OSD, NORTHCOM, DHS Preparedness Directorate, DHS Science & Technology Directorate, and the Memorial Institute for the Prevention of Terrorism
- Analytic studies included:
  - Development of a risk assessment methodology for homeland security, application of methodology to evaluate then-proposed 15 National Planning Scenarios
  - Examination of current and future roles and missions for federal agencies involved in homeland security
  - Independent analysis of the Target Capabilities List
  - Development of “attack trees” as analytical tools for use with the National Planning Scenario prologues
  - Analytical support to the development of the Joint Operating Concept for Homeland Security version 1.0

### **Country Director for France, Belgium, Netherlands & Luxembourg, Office of European Policy**

Department of Defense, OASD for International Security Policy (September 2001-March 2002)

- Coordinated DoD interactions with France and the BENELUX countries in the wake of the September 11 attacks
- Recognized by French Ambassador François Bujon de l’Estang for playing a central role in ensuring French diplomatic access to French citizens held at Guantanamo Bay

### **Special Assistant to the Under Secretary of Defense for Policy for Programs and Legislation**

Department of Defense, Office of Under Secretary of Defense for Policy (March 2000– June 2001)

- Served as central coordinator for Policy legislative programs; worked extensively with Comptroller, General Counsel and congressional staff on annual defense authorization and appropriations bills
- Represented Office of the Under Secretary for Policy during the internal DoD program and budget process; developed strategy to ensure Policy programs such as the Cooperative Threat Reduction program and special operations programs were sufficiently funded throughout five-year defense plan

### **Senior Assistant for Strategy Development, Strategy Office**

Department of Defense, OASD for Strategy and Threat Reduction (January 1998-February 2000)

- Wrote the Reserve Component Employment Study 2005 final report
- Led the European Posture Review, a DoD-wide study examining the future of US military presence in Europe
- Wrote and coordinated chapters of various strategic guidance documents such as the National Security Strategy, the Defense Planning Guidance, the Annual Report to Congress and the 1997 Quadrennial Defense Review

**Presidential Management Intern, Office of the Secretary of Defense (January 1996-December 1997)**

**Senior Research Assistant, The Henry L. Stimson Center (January 1995-December 1995)**

**Policy Analyst, Alliance for International Educational & Cultural Exchange (April 1994-January 1995)**

**Professional Staff Member, Europe and Middle East Subcommittee**

House Foreign Affairs Committee, U.S. House of Representatives (July 1993-April 1994)

## **EDUCATION**

**School of Public Affairs, University of Maryland, College Park, Maryland**

*Masters of Public Policy*, August 1995, specialized in international economic and security policy

**Williams College, Williamstown, Massachusetts**

*Bachelor of Arts cum laude* in political science and fine arts, 1991

- Attended *L’Institute d’Etudes Politiques* in Paris, 1989-1990



ATTORNEYS AT LAW

**ROY G. WUCHITECH**

(b)(6)

(b)(6)

**PROFESSIONAL EXPERIENCE:**

**Partner, Sheppard, Mullin, Richter & Hampton** **1972-1986 & 1990-Present**

A law firm of approximately 400 attorneys with offices in New York City, Washington D.C. and seven offices throughout the State of California. Manager, Environmental Practice Group. Specializes in environmental litigation, regulatory and compliance matters. Member, Real Estate and Hispanic Media Practice Groups. Panelist/Lecturer for the University of Wisconsin College of Engineering, the University of California, the State Bar of California, the Executive Enterprise Institute and the National Association of Installation Developers ("NAID") concerning Military Base Realignment and Closure ("BRAC").

**PUBLIC SERVICE:**

**Deputy, Then Acting General Counsel of the United States Air Force, Pentagon** **12/87-12/89**

Provided legal advice on all matters arising within or referred to the Department of the Air Force, except those relating to the administration of military justice. Management functions included day-to-day supervision of staff of twenty-five attorneys in the areas of environmental law, procurement, military personnel and intelligence matters, civilian personnel and fiscal matters, international affairs and civil aviation and various congressional investigations. June – December 1989, Acting General Counsel. (b)(6)

**Assistant General Counsel, U.S. Department of Energy, Washington D.C.** **4/86-12/87**

Appointed to the Federal Senior Executive Service in April, 1986 as Assistant General Counsel for Special Litigation, United States Department of Energy (DOE). Supervised staff of 12 litigation attorneys located in Washington, D.C. and DOE field offices, concerning all aspects of trial and appellate litigation in cases arising under the Constitution, the Atomic Energy Act, the Resource Conservation and Recovery Act, the Comprehensive Environmental Response, Compensation & Liability Act and common law theories of commercial and tort liability. Provided legal advice on proposed legislation and agency directives; supervised DOE response to congressional investigations. (b)(6)

**MILITARY STATUS:**

Honorably Discharged, United States Army 3<sup>rd</sup> Infantry (The Old Guard), 1970.

**POLITICAL ACTIVITIES:**

Republican National Committee 72 hour legal volunteer, deployed to Nevada **2004**

Alternate Delegate, Republican National Convention, New York City **2004**

Executive Assistant to Matt Fong, California State Co-Chair; Bush-Cheney Campaign **2000**  
Alternate Delegate; Republican National Convention, Philadelphia

Campaign Strategy Group, Fund Raiser – M. Fong United States Senate Campaign	1998
Delegate; Republican National Convention, San Diego	1996
Campaign Strategy Group, Fund Raiser; M. Fong Campaign – California State Treasurer, Pete Wilson Campaign, Governor	1994
Delegate; Republican National Convention, Houston	1992
Campaign Strategy Group, Fund Raiser; M. Fong Campaign – California State Controller	1990
Central Regional Chairman, Los Angeles County; Reagan-Bush Campaign	1984
Executive Committee, California State Republican Party	1994-1998

**REPRESENTATIVE ENVIRONMENTAL EXPERIENCE**

**United States Department of Energy.**

In Re Fernald Litigation, Master File No. C-1-85-149 (S.D. Ohio, W. Div.).

The Environmental Protection Agency and the State of Ohio brought an action against the Department of Energy ("DOE") and its contractor, N.L. Industries, under the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 ("CERCLA" or "Superfund"), the Resource Conservation and Recovery Act ("RCRA"), and the Clean Water Act claiming \$404 million in natural resource damages and response costs at the DOE Feed Materials Production Center in Fernald, Ohio. A class of residents surrounding the Fernald facility also brought a separate class action claiming in excess of \$200 million in property damages, intentional infliction of emotional distress and unquantified punitive damages. Mr. Wuchitech managed all aspects of the DOE's effort in both cases including discovery and pre-trial proceedings, written discovery, production of thousands of documents, the use of expert witnesses, the taking of more than 70 depositions, the briefing of class action and substantive motions and oral argument. Under the Western Division's special rules, the class action was tried to a "summary" jury and subsequently settled.

Environmental Policy Institute et al. v. Harrington et al., (Case No. 84-1854).

Following the Secretary of Energy's decision to designate 3 proposed sites as a national nuclear waste repository, 42 individual cases were filed by 17 states, various environmental groups and Indian tribes challenging the implementation of the Nuclear Waste Policy Act of 1982. A major focus of the lawsuits was the adequacy of the environmental assessments. Mr. Wuchitech created and implemented the discovery plan in these matters which included the production of several million documents from various DOE offices on an accelerated basis. At the same time, DOE attorneys working under his supervision, responded to a congressional investigation of the Office of Civilian Radioactive Waste Management involving the production of thousands of documents and the interviews of program witnesses.

**Private Practice.**

**Litigation.**

A. Methyl Tertiary Butyl Ether ("MTBE") Litigation. As Western Regional Counsel for Exxon Mobil Corporation ("Exxon"), Mr. Wuchitech handled a full docket of cases alleging that various oil companies and manufacturers of MTBE discharged gasoline containing MTBE to the ground water thereby contaminating drinking water supplies.

B. Underground Storage Tank ("UST") Contamination Litigation. Mr. Wuchitech also managed the Exxon Underground Storage Tank ("UST") docket in state and federal court throughout California. He has tried UST contamination cases from complaint through judgment for Coca-Cola Bottling Company of Los Angeles in state court.

**Superfund Cost Recovery Litigation.**

Mr. Wuchitech has represented a number of clients including Coca-Cola Enterprises Inc., Credit Managers Association of California and Heidelberg USA, Inc., in cost recovery cases brought under CERCLA by both the federal Environmental Protection Agency ("EPA") and private parties.

**Proposition 65 Litigation**

Mr. Wuchitech and his staff have handled dozens of cases brought under the California Safe Drinking Water and Toxic Enforcement Act of 1986, better know as "Proposition 65".

**Criminal.**

Mr. Wuchitech has defended a number of clients in criminal matters arising under California environmental laws.

**Regulatory**

Mr. Wuchitech has represented clients in negotiations with the federal EPA as well as California state agencies including the Department of Toxic Substances Control and various Regional Water Quality Control Boards. He has also appeared before the Southern California Air Quality Management District and the Los Angeles City Council seeking variances and exemption from closed storage requirements for petroleum coke and contesting liability for alleged failure to adhere to applicable air quality standards.

**Transactional, Compliance.**

Reviewed and revised environmental assessments for a series of matters including corporate acquisitions, real estate transfers and environmental compliance including a transaction involving 47 sites in 25 states.

**Bar Association Committee Membership.**

Vice Chairman, Environmental Litigation Subcommittee, Environmental Law Section, Los Angeles County Bar Association.

**Panelist/Moderator For Seminars, Conferences and Client Presentations.**

- National Association of Installation Developers 2004 Annual Conference Panel Moderator on Innovative Transaction Tools for the Federal Military Base Realignment and Closure ("BRAC") Process.
- National Association of Installation Developers 2003 Annual Conference Panel Moderator on the Hunters Point Naval Shipyard Redevelopment Project.
- Presentation to the Northrop Grumman Law Department: "Site Process Under CERCLA," September 18, 2003.
- University of Wisconsin-Madison Extension, College of Engineering Seminar; "Proving the Technical Case: Soil and Groundwater Contamination Litigation" (12/1-2/95, 9/21-22/95, 9/12-13/94, 5/9-10/94, 1/24-25/94, 5/20-21/93, 7/22-23/91, 6/25-26/91, and 5/7-8/91).

- State Bar of California, Environmental Law Section; "First California Environmental Trial Academy" (5/20-22/94).
- South Bay/Long Beach Chief Financial Officers Forum; "Current Developments in Environmental Law" (11/11/93).
- University of California, Santa Barbara Extension Seminar; "Subsurface Contamination Litigation" (3/4-5/93, 3/5-6/92 and 2/28-3/1/91).
- Sheppard, Mullin, Richter & Hampton Executive Conference on White Collar Criminal Prosecution Seminar; "Proving the Technical Case: Overview of CERCLA and RCRA Violations" (9/5/91).
- The American Bar Association 4th Annual Symposium on Agricultural and Agribusiness Credit; "Environmental Matters and Assessment in Agriculture and Agribusiness Finance Transactions" (5/2-3/91).

**EDUCATION:**

**The University of Texas Law School, Austin, Texas**

Juris Doctorate, *cum laude*, June, 1972

Staff Member, Texas Law Review

Ford Foundation Intern, United States Attorney's Office, Houston, Texas, 1972.

**The University of Chicago, Chicago, Illinois**

Bachelor of Arts, Political Science, June, 1967

**PROFESSIONAL MEMBERSHIPS:**

Admitted to practice in California, 1972; the District of Columbia, 1980; the United States Supreme Court, 1986, the United States Court of Military Appeals, 1988. Member – American Bar Association; California State Bar Association; Los Angeles County Bar Association; Judge Pro Tem, Los Angeles Municipal Court.

**PUBLICATIONS:**

"The Corporate Right to Privacy," *Los Angeles Lawyer*, November, 1981.

**COMMUNITY ACTIVITIES:**

Counsel to the Schriever Chapter, U.S. Air Force Association; Counsel to the 1984 Olympic Security Planning Committee; U.S. Air Force Association Trustee, Scholarships for Children of American Military Personnel ("SCAMP"); Member, Rotary Club of Los Angeles; Executive Board, Executives "Fore" Kids.

## EARL C. WYATT

(b)(6)

### **BOOZ ALLEN HAMILTON POSITION: Principal**

**EDUCATION:** M.S. National Resources Management, Industrial College of the Armed Forces, Ft McNair, Washington, D.C. (1995)  
M.S., Systems Analysis, University of West Florida, Pensacola, Florida (1987)  
B.S., Electrical Engineering, Air Force Institute of Technology, Dayton, Ohio (1983)  
B.S., Physics, Syracuse University, Syracuse, New York (1977)  
Advanced Program Management Course, Defense Systems Management College (DSMC), Ft Belvoir, VA (1990)  
Computer Resources Acquisition Course, Systems Acquisition School, San Antonio TX (1989)  
Systems Engineering Management, DSMC, Ft Belvoir, VA (1988)

### **Summary Information**

A versatile leader with more than 30 years of experience in research and development in major weapon systems acquisition. Portfolio of expertise includes program management, system engineering, strategic planning, unmanned systems development, advanced technology demonstrations, test and evaluation, and meteorological support to an operational tactical fighter wing. An Air Force Acquisition Professional Development Level III Program Manager with demonstrated successes as a:

- Innovative leader: Led a senior executive service team of acquisition professionals in the development of innovative technical risk and business management practices to enable a 56% cycle reduction in getting unmanned systems to the customer
- Producer of tangible results under pressure: Reversed senior AF leadership decision to remove \$600 million from the program in 2002, restored the budget and kept program on a pace to meet desired deliveries in 2007
- Strategic thinker with an instinct for details: Tackled high operating costs drivers and obtain funding commitments for 11 cost saving initiatives that offered a chance to save \$30M annually

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### **RELEVANT EXPERIENCE:**

2003 – Present      Booz Allen Hamilton, Principal  
Earl is the business lead for the Defense Advanced Research Projects Agency (DARPA) Tactical Technologies and Strategic Technology Offices. His team provides scientific, engineering, strategic planning, acquisition, program management, capability based analysis, and multi-media support in the development, integration, and transition of advanced technology concepts for manned and unmanned air systems, space systems, munitions, urban operations, strategic networks, information assurance, chemical, biological and radiological defense, maritime and

small unit operations. He is a Booz Allen sub-team lead for Unmanned and Robotic Systems for firm-wide initiatives.

2001 – 2003                    Defense Advanced Research Projects Agency (DARPA), Air Force Transition Manager, DARPA UCAV and J-UCAS Program Manager  
Managed \$1.7 billion development/demonstration of the revolutionary unmanned combat air vehicle; integrating robust communications and adaptive control technology with the next-generation stealth platform; accomplishments include completing the initial block of flight test, and demonstrating autonomous unmanned air vehicle operations up to 35,000 feet.

2000 – 2001                    Aeronautical Systems Center, Director of Plans and Programs  
Led development of the Aeronautical Systems Center's \$2.5 billion, 6-year budget and strategic plan. My team orchestrated the Center's senior leadership offsite to develop the enterprise's vision, goals, objectives, and the action plans to achieve success

2000                                United States Air Force, Air Force Bomber Study Team Lead  
Led a multi-discipline team to investigate accelerating the delivery of next generation, long-range bomber weapon system; study indicated accelerated implementation would be premature, convinced Congress to delay the initiative.

1998 – 2000                    United States Air Force, F-16 Chief of Product Development  
Managed 90 member product development team for the F-16 weapon system; delivered Night Vision capability to enable 24-hour F-16 operations in the Kosovo conflict; led the international division to support product deliveries to Greece, Portugal, Singapore and Korea.

1995 – 1998                    United States Air Force, JSF Manufacturing and Producibility IPT Lead  
Led the Joint Strike Fighter's manufacturing and environmental management team and the development of investment strategies for \$17M to reduce production risk, system cost, and improve manufacturing quality. Enabled cost effective manufacturing of Navy, Air Force, and Marine Corp aircraft from the same production line.

1992 – 1994                    United States Air Force, B-2 Deputy for Production/B-2 Chief of Integration  
Managed B-2 aircraft integration team and served as the deputy for \$29 billion production team; delivered the first operational B-2 with sufficient maintenance documentation to support government only aircraft launch that same day if desired – a first for modern aircraft delivery.

1986 – 1991                    United States Air Force, Headquarters Systems Officer  
Systems Officer for the F-15 tactical electronic warfare suite and command systems engineering manager. Provided support to the program office and the Pentagon to on fielding F-15 electronic warfare system upgrades and marshaled revisions to the command's systems engineering policy to improve weapon system effectiveness.

1983 – 1986                    United States Air Force, Deputy Test Director for the ARL-74 Radar Warning System  
Deputy for software evaluation and integration for F-16 electronic warfare systems as part of the Air Force Operational Test and Evaluation team.