

**Conference Participant Bios:
Civil-Military Relations in a Post-9/11 World
May 14-15, 2008**

**Harvard University's Kennedy School of Government
and the U.S. Army War College's Strategic Studies Institute**

Lois Andreasen

Executive Director at the Carr Center for Human Rights Policy. Prior to joining the Carr Center Lois worked in private industry in various roles including Senior Vice President & General Manager of SchlumbergerSema; Senior Vice President, Nortel Networks and President and CEO of private communications companies. She began her career in academia as a Professor at the University of North Carolina and Montclair State University. She holds a Doctorate degree from the Texas Woman's University and an undergraduate degree from Penn State University.

Richard Andres

Dr. Richard Andres is a professor of security studies at the Air Force's School of Advanced Air and Space Studies (SAASS). He is currently assigned as a special assistant to the Secretary of the Air Force. At SAASS, Dr. Andres teaches courses on nuclear weapons theory, airpower theory, defense policy, and decision theory. He has served as Director of the Joint Advanced School Wargame and as a strategic planner for several real world campaigns. He has published in such venues as *International Security*, *Security Studies*, and *Journal of Strategic Studies* on subjects ranging from the geo-political implications of revolutions in military affairs to the strategic implications of new air and cyber technology for future US military policy. His current work examines the geo-strategic implications of air and cyber technology for U.S. counterinsurgency operations.

Bill Arkin

Arkin served in U.S. Army intelligence from 1974 to 1978. He received a BS from the University of Maryland. He has served as an independent consultant and held positions at the Institute for Policy Studies, Center for Defense Information, Greenpeace, the Natural Resources Defense Council and Human Rights Watch. He has worked as a NBC News military analyst and written columns for the Los Angeles Times and Washington Post. In 2007, he was Policy Fellow at the Kennedy School of Government in the Carr Centre for Human Rights Policy, Harvard University, United States.

Rand Beers

President and Founder of the National Security Network. Previously, he served as the National Security adviser to the Kerry-Edwards 2004 campaign. Mr. Beers spent 35 years as a senior civil servant. After serving as a Marine officer and rifle company commander in Vietnam, he entered the Foreign Service in 1971 and the Civil Service in 1983. From 1988-98, Mr. Beers served on the National Security Council Staff at the White House as Director for Counter-terrorism and Counter-narcotics, Director for Peacekeeping, and Senior Director for Intelligence Programs. From 1998-2003 he was Assistant Secretary of

State for International Narcotics and Law Enforcement Affairs. In 2002-03 he was Special Assistant to the President and Senior Director for Combating Terrorism at the National Security Council. Beers earned a BA from Dartmouth College and an MA from the University of Michigan.

Linnea Bohn

Director, Iraq Policy and Operations Group, U.S. State Department.

James Burk

Professor of sociology at Texas A&M University. He received his PhD from the University of Chicago and then taught for two years at McGill University before moving to Texas A&M where he has been since 1983. He studies and teaches courses in social theory and civil military relations. He is on the editorial board and a past editor of the journal, *Armed Forces & Society*, has served as a consulting editor for the *American Journal of Sociology*, and chaired the Peace, War and Social Conflict Section of the American Sociological Association.

LCDR Justin B. Clancy

Bborn in Albany, New York and raised in the town of Lake George, where he grew up an avid skier and sailor. He attended high school at the Northwood School in Lake Placid, New York. He attended college at the College of the Holy Cross in Worcester, Massachusetts graduating in 1994 with a Bachelor of Arts degree in History. Upon graduation from Holy Cross, LCDR Clancy entered the Villanova University School of Law in Philadelphia, Pennsylvania. While at Villanova, LCDR Clancy was a member of the Criminal Law Society, president of the Villanova Law School Rugby Football Club, and graduated in May of 1997 with his Juris Doctor. LCDR Clancy was commissioned as an Ensign in the Naval Reserve through the JAG Corps Student Program on 30 November 1995. He graduated from the Naval Justice School Basic Lawyer Course in March of 1998 and began his active duty career at Naval Legal Service Office Northwest, Branch Office Everett. After a brief one-year tour at NLSO Northwest in defense, LCDR Clancy transferred in February of 1999 to U.S. Naval Air Facility, Atsugi, Japan, as the Staff Judge Advocate. LCDR Clancy left Japan and reported to Trial Service Office, Pacific, in Pearl Harbor, Hawaii, in March of 2001. He served as the Command Services Attorney, Senior Trial Counsel and then as Special Assistant United States Attorney for the District of Hawaii (Criminal). LCDR Clancy returned to Japan in June of 2003 and reported to Commander, U.S. Naval Forces, Japan (CNFJ), as the Deputy Force Judge Advocate. During the last seven months of his tour at CNFJ, LCDR Clancy was an individual augment to I Marine Expeditionary Force (Forward). LCDR Clancy deployed with I MEF(FWD) to Camp Fallujah, Iraq for six months in support of Operation Iraqi Freedom 05-07 as the Multi-National Force-West Legal Advisor for Detention Operations. During his tour in Iraq, LCDR Clancy became one of the first JAG officers to earn the Fleet Marine Force (FMF) qualification and FMF officer warfare pin. LCDR Clancy reported to the Naval Justice School in September of 2006 and is currently the International and Operational Law Department Head.

LCDR Tracy L. Clark

Judge Advocate General's Corps, U.S. Navy, was born and raised in Indianapolis, Indiana. She graduated from the United States Naval Academy in 1994 with a Bachelor of Science in Economics (with honors). After graduation, LCDR Clark reported to Newport, Rhode Island for Surface Warfare Officer's School. She then reported to the USS PAUL F. FOSTER (DD 964) in Long Beach, California. After completing overhaul and a homeport shift to Everett, Washington, the FOSTER deployed to the Gulf in support of United Nations sanctions enforcement. LCDR Clark served as Electrical Officer, Main Propulsion Assistant, and Assistant Safety Officer. In October 1997, LCDR Clark reported to the USS ANCHORAGE (LSD 36) as the Navigator/Administrative Officer, completing another Gulf deployment in 1998. In 1999, LCDR Clark was selected for the Law Education Program, enrolling in the University of San Diego School of Law. October 2002 found her at Naval Justice School, graduating with honors in December 2002. LCDR Clark reported to NLSO Yokosuka as her first JAG tour in January 2003, completing rotations as Claims Officer, Civil Law Department Head, and acting Executive Officer. She then reported to Submarine Group 7 as the Group Judge Advocate in August 2004. In August 2006, LCDR Clark reported to Naval Justice School as the Administrative Law Division Officer. She was chosen as the first Paralegal Department Head in September 2006, and in June 2007 became the Academic Director. She and her husband Adrian Smith currently reside in Wakefield and are enjoying the challenges of reverse culture shock and renovating their home.

Lieutenant General John H. Cushman, U.S. Army, Retired

General Cushman enlisted in the U.S. Army in 1940 and graduated from the U.S. Military Academy in 1944. In Vietnam he has served as senior advisor at division and corps and commanded a brigade in the 101st Airborne Division. He later commanded that division, and then the U.S. Army Combined Arms Center, where he was also commandant of the Army Command and General Staff College. From 1976 to 1978, General Cushman commanded I Corps (ROK/US) Group, the 250,000-strong Korean-American field army formation defending the Western Sector of Korea's DMZ and the approaches to Seoul. Since retiring from the U.S. Army in 1978 been a writer, most recently of an assessment of military planning of the war in Iraq, which can be found at <http://www.west-point.org/publications/cushman/ForArmyWarCollege.pdf>.

Colonel Greg Cusimano

Born in Baltimore, Maryland and graduated from the University of Maryland, with a Bachelor of Science degree in Business Management. He enlisted in the U.S. Army in 1982 and was commissioned through Officer Candidate School, Ft. Benning, GA. in 1984. Originally commissioned in the Adjutant General Corps, he was assigned to the Ordnance Corps upon completion of the Ordnance Advanced Course in 1989. His most recent assignment was as Commander, 401st Army Field Support Brigade-Southwest Asia, Doha, Qatar. Colonel Cusimano's past assignments include: Commander, B Company, 125th Forward Support Battalion, Bamberg, Germany, 1st Armored Division in Operation Desert Shield/Storm, Operations Officer, 101st Corps Support Group and Executive Officer, 561st Corps Support Battalion, Ft. Campbell, KY. He served as a Logistics Staff Officer, Headquarters DA, Army G-4, Pentagon, Washington D.C. and as

a Joint Logistics Plans Officer, J-4, U.S. Southern Command, Miami, FL. He then returned to Bamberg, Germany to Command the 71st Corps Support Battalion where he deployed with the 3rd COSCOM and V Corps in support of Operation Iraqi Freedom in 2003. Upon relinquishing command in Balad, Iraq, he returned to Germany and was assigned as the Chief of Plans, G-4, U.S. Army Europe, Heidelberg. Upon completion of the U.S. Army War College, Carlisle, PA in 2005, he became the Chief, Army Munitions Management Office, Headquarters DA, Army G-3/5/7, Pentagon, Washington D.C. Colonel Cusimano holds Masters of Science degrees in Logistics Management from La Salle University and Strategic Studies from the U.S. Army War College. His awards include the Legion of Merit, Bronze Star Medal with oak leaf cluster and Defense Meritorious Service Medal with oak leaf cluster.

Dr. Alexander S. Cochran

Currently serves as Historical Adviser to the Chief of Staff Army. His previous positions include the Harold K. Johnson Chair of Military History at the US Army War College, the Horner Chair of Military Theory at Marine Corps University, Distinguished Visiting Professor of National Security at National War College, Visiting Professor of Strategy and Policy at the Naval War College, and Woodrow Wilson Center for International Scholars Fellow. He taught for ten years at the Air War College. His research includes World War II, the Vietnam Conflict, and the Gulf War and is working on Operation Iraqi Freedom.

Alexandra M. Courtney

Ms. Courtney works as a Conflict Specialist and Civil-Military Advisor in the Office of Conflict Management and Mitigation at USAID. Since joining USAID in 2004, Ms. Courtney has focused exclusively on addressing development challenges in failing states. Serving in Afghanistan, she developed a strategic operating model between technical offices and the Provincial Reconstruction Teams. Currently, Ms. Courtney serves as a resident advisor to USAID's office of Conflict Management and Mitigation on civil-military planning and operations and on issues related to counterinsurgency. In this capacity, she leads Agency efforts to synchronize civilian and military planning and programming in counterinsurgency and counterterrorism environments. She is an active liaison for the Agency to the State Department's Office of the Coordinator for Reconstruction and Stabilization and has also served as a liaison officer to DoD's Special Operations Low Intensity Conflict, Stability Operations Office, where she assisted with strategy development for a whole of government strategic framework for counterinsurgency. She was educated at Yale University in sociology and international studies and received her masters in violence, conflict and development from the University of London's School of Oriental and African Studies. She is also Fulbright Scholar.

Dr. Janine Davidson

Director of the Consortium for Complex Operations (CCO), in the office of the Deputy Assistant Secretary of Defense for Stability Operations. As Director, she manages a growing network of civilian and military educators, trainers and lessons learned practitioners dedicated to improving education and training for stabilization &

reconstruction operations, counterinsurgency, and irregular warfare. Prior to joining OSD, Dr. Davidson was Director, Counterinsurgency Studies with the Center for Adaptive Strategies and Threats at Hicks and Associates, Inc, where her work focused on 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 conducted research on the U.S. military's 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. During her Air Force career she conducted combat support and humanitarian air mobility missions throughout Asia, Europe, and the Middle East. As an instructor pilot in the T-3 aircraft, she also taught flying, aerodynamics, and navigation at the U.S. Air Force Academy in Colorado Springs, CO. Dr. Davidson currently teaches at George Mason University's Graduate School of Public Policy as an adjunct professor and has also taught at Davidson College in North Carolina. Dr. Davidson earned her B.S. degree in Architectural Engineering from the University of Colorado and her M.A. and Ph.D. degrees in International Studies from the University of South Carolina.

Rudy deLeon

Senior Vice President of National Security and International Policy at American Progress in Washington, DC. He serves on several non-profit boards and is a part-time college instructor. DeLeon is also a former senior U.S. Department of Defense official, staff director on Capitol Hill, and retired corporate executive. For five years, beginning in 2001, he served as a senior vice president for the Boeing Company

DeLeon's twenty-five year government career concluded in 2001 after his tenure as Deputy Secretary of Defense, where he was a member of the Deputies Committee of the National Security Council and the National Partnership Council. In earlier Pentagon assignments, deLeon served as Under Secretary of Defense for Personnel and Readiness (1997-2000), and as Under Secretary of the Air Force (1994-1997). He was nominated for these positions by President Bill Clinton and confirmed by the U.S. Senate.

From November 1985 through 1993, deLeon served on the Committee on Armed Services in the U.S. House of Representatives as a member of the professional staff and as staff director. In 1986, deLeon participated in the debate and passage of the 1986 Goldwater-Nichols Act, which made fundamental changes in military organization and operations. DeLeon began his career in the federal government in 1975, holding various staff positions in the U.S. Senate and U.S. House of Representatives. Rudy deLeon earned a bachelor's degree from Loyola Marymount University in 1974. In 1984, he completed the Executive Program in National and International Security at the John F. Kennedy School of Government at Harvard University. DeLeon received the Defense Civilian Distinguished Service Award in 1994, 1995 and 2001, and received the National Intelligence Distinguished Service Medal in 2001. He was recognized by the National League of POW-MIA Families in 1999 and by the National Military Families Association in 2000.

Major General Charles Dunlap, USAF

Maj. Gen. Charles J. Dunlap Jr. is Deputy Judge Advocate General, Headquarters U.S. Air Force, Washington, D.C. General Dunlap assists the Judge Advocate General in the professional oversight of more than 2,200 judge advocates, 350 civilian attorneys, 1,400 enlisted paralegals and 550 civilians assigned worldwide. In addition to overseeing an array of military justice, operational, international and civil law functions, General Dunlap provides legal advice to the Air Staff and commanders at all levels.

Michèle Flournoy

Appointed President of the Center for a New American Security (CNAS) in January 2007. Prior to co-founding CNAS, she was a Senior Adviser at the Center for Strategic and International Studies, where she worked on a broad range of defense policy and international security issues. Previously, she was a distinguished research professor at the Institute for National Strategic Studies at the National Defense University (NDU), where she founded and led the university's Quadrennial Defense Review (QDR) working group, which was chartered by the chairman of the Joint Chiefs of Staff to develop intellectual capital in preparation for the Department of Defense's 2001 QDR. Prior to joining NDU, she was dual-hatted as Principal Deputy Assistant Secretary of Defense for Strategy and Threat Reduction and Deputy Assistant Secretary of Defense for Strategy. In that capacity, she oversaw three policy offices in the Office of the Secretary of Defense: Strategy; Requirements, Plans, and Counterproliferation; and Russia, Ukraine, and Eurasian Affairs. Ms. Flournoy was awarded the Secretary of Defense Medal for Outstanding Public Service in 1996, the Department of Defense Medal for Distinguished Public Service in 1998, and the Chairman of the Joint Chiefs of Staff's Joint Distinguished Civilian Service Award in 2000. She is a member of the Aspen Strategy Group, the Council on Foreign Relations, the International Institute of Strategic Studies, the Executive Board of Women in International Security, and the Board of the Institute for Defense Analysis. She is a former member of the Defense Policy Board and the Defense Science Board Task Force on Transformation. In addition to several edited volumes and reports, she has authored dozens of articles on international security issues. Ms. Flournoy holds a B.A. in social studies from Harvard University and an M.Litt. in international relations from Balliol College, Oxford University, where she was a Newton-Tatum scholar.

Lt. Gen. William M. Fraser III

Assistant to the Chairman of the Joint Chiefs of Staff, Washington, D.C. General Fraser oversees matters requiring close personal control by the Chairman, with particular focus on international relations and politico-military concerns. General Fraser entered the Air Force in 1974 as a distinguished graduate of the Texas A&M University ROTC program. His operational assignments include duty as a T-37 instructor pilot and evaluator; B-52 aircraft commander, instructor and evaluator; and deputy commander of a B-1 operations group. General Fraser was the first Commander of the 509th Operations Group, then served as the Vice Wing Commander for the 509th Bomb Wing at Whiteman AFB, Mo. He commanded the 28th Bomb Wing at Ellsworth AFB, S.D., and 2nd Bomb Wing at Barksdale AFB, La. His staff duties include tours on the Air Staff, Joint Staff and Joint

Strategic Target Planning Staff at Offutt AFB, Neb. He has also served as Chief of the Nuclear Requirements Cell at Supreme Headquarters Allied Powers Europe, and Chief of Staff for U.S. Strategic Command. General Fraser has extensive wartime, contingency and humanitarian relief operational experience. While serving as the special assistant to the Supreme Allied Commander, Europe, he orchestrated the deployment and operations of JSTARS in support of Operation Joint Endeavor in Bosnia, and also provided direct support to Operation Provide Comfort in Northern Iraq. Additionally, he oversaw the deployment of forces and subsequent withdrawal of 2,444 foreign and U.S. citizens from Liberia during Operation Assured Response. While commanding the 28th Bomb Wing, he conducted the first-ever deployment of B-1s as part of Operation Desert Thunder in Southwest Asia. He later commanded the 2nd Bomb Wing when they deployed B-52s for combat during operations Noble Anvil and Allied Force. The wing also deployed 300 personnel throughout Southwest Asia in support of Operation Southern Watch. As Deputy Director for Military Support, he led an intelligence fusion organization providing direct support to Operation Enduring Freedom.

Elaine M. Grossman

Elaine M. Grossman is a reporter for National Journal Group's Global Security Newswire. Her coverage of national security has been recognized with nearly a dozen journalism awards over the past decade, including recognition from the National Press Club and the Society of Professional Journalists.

Dr. Dale Herspring

University Distinguished Professor in the Political Science Department at Kansas State University. He is also a Visiting Professor to the University of Kansas. Dr. Herspring has published numerous books including *The Pentagon and Presidential Authority, Civil-Military Relations from Franklin Roosevelt to George W. Bush* (2005), *Putin's Russia: Past Imperfect, Future Uncertain* (2004), *Soldiers, Commissars and Chaplains, From Cromwell to the Present* (2001), *Requiem for an Army: The Demise of the East German Military* (1998), *Requiem für eine Armee; Das Ende der Nationalen Volksarmee der DDR* (2000), *Russian Civil-Military Relations; Past and Present* (1996), *The Soviet High Command; 1964-1989; Politics and Personalities* (1990), *The Soviet Union and Strategic Arms* (1984), *Civil-Military Relations in Communist Systems* (1978), and *East German Civil-Military Relations: The Impact of Technology* (1973). Dr. Herspring has also had numerous articles published in many different journals which include *European Security*, *Problems of Post-Communism*, *Communism and Post-Communist Studies*, *Demokratizatsiya*, *Armed Forces and Society*, *Diplomacy and Statecraft*, *Minerva*, *Wojsko i Wychowanie*, *Russia and Eurasia Armed Forces Review Annual*, *Studies in Comparative Communism*, *Orbis*, *Survival*, *Adelphi Papers*, *Slavic Review*, *Comparative Strategy*, *Soviet Foreign Policy*, and *Armed Forces and Society*. Dr. Herspring has created and organized the Political, Military and Diplomatic Lecture Series. To this point, he has brought over 130 senior academics, retired military and diplomatic officials, and foreign officials to KSU to provide graduate students with an opportunity to meet and discuss problems of international relations with experts. He currently sits on 9 MA committees and 7 Ph.D. committees. Dr. Herspring teaches Comparative Politics courses such as *Soviet/Russian Politics*, *Soviet/Russian Foreign Policy*, *East European Foreign*

and Domestic Politics, West European and especially German Politics, Comparative Civil-Military Relations. He also teaches International Relations courses such as National Security Affairs and Formulation/Implementation of US foreign policy.

Lieutenant Colonel Frank Hoffman, USMA (Ret.)

Mr. Hoffman is currently a Research Fellow at the Center for Emerging Threats and Opportunities at Quantico. His professional experience includes 10 of active and 14 years of Marine Corps Reserve service. He has served at the Pentagon as a management and policy analyst for nearly a decade, and his federal service includes as an OSD political appointee in the Clinton and first Bush Administrations, where he served from 1998 to 2001. Since then, he has been with the Marine Corps Warfighting Lab and CETO. Mr. Hoffman holds degrees from the Wharton Business School, George Mason University, and the U.S. Naval War College. He is the author of *Decisive Force* and 100 articles and book chapters on strategy and military history, and lectured at most of the country's professional military education schools and think tanks, here and in Japan, Taiwan and Britain. He is also a non-resident Senior Fellow at the Foreign Policy Research Institute, and a member of IISS.

Donna Hopkins

Hopkins joined the U.S. State Department in 1998 as a Foreign Service Officer (Political Cone), serving in Warsaw, Poland; the Bureau of European and Eurasian Affairs; and the Office of Weapons Removal and Abatement in the Bureau of Political Military Affairs (PM) in Washington, D.C. In 2003 she transferred to the Civil Service and now heads the Plans and Policy Team in the PM Bureau Office of Plans, Policy and Analysis. In this capacity, Ms. Hopkins and her team work closely with State and interagency colleagues on national security-related strategy, policy, and planning matters that impact international security and foreign policy. She has been awarded Superior Honor, Meritorious Honor, and Franklin Awards. Ms. Hopkins graduated in 1997 from the U.S. Naval War College, where she earned a Masters Degree with Highest Distinction in National Security and Strategic Affairs. Prior to joining the State Department, she spent 13 years on active duty in the United States Navy, becoming one of the first female naval officers to serve on ships at sea. Ms. Hopkins has served since 1988 in the U.S. Navy Reserve, including recalls to active duty during Operations Desert Shield/Desert Storm, Joint Endeavor, and the 1995 Bosnian war. She has commanded six reserve units, holds the rank of Captain, and is presently assigned to the U.S. Joint Forces Command. Ms. Hopkins' decorations include the Defense Superior Service Medal, Legion of Merit, multiple Joint and Navy Commendation Medals, and various unit and campaign awards. Ms. Hopkins and her husband John Hopkins, a senior information technology management officer in the State Department and retired U.S. Navy officer, reside in the District of Columbia.

Alice E. Hunt

Research Associate for the Center for a New American Security (CNAS). Prior to joining CNAS, she was a Research Consultant with the Post-Conflict Reconstruction Project at the Center for Strategic and International Studies (CSIS), where she produced assessments of recent joint and service training developments in the U.S. military, and

conducted research on emerging counterterrorism efforts in the intelligence community. She has also worked with the International Labor Organization, the Office of Congressman Jerrold Nadler, and the Public International Law and Policy Group. She is a fellow with the Inter-University Seminar on Armed Forces and Society, a member of Women in International Security, and served as a member of AmeriCorps from 2002-2003. Hunt received her B.A. in government from Smith College and her M.A. in foreign policy and international affairs from American University, where her thesis was on the topic of civil-military relations and humanitarian intervention. She speaks French and Spanish.

Rahim Kanani

Rahim Kanani is a graduate degree candidate at Harvard University's Divinity School. He holds a MSc from London School of Economics and a BA from the University of Western Ontario. He worked as an intern with Sarah Sewall at Harvard Kennedy School's National Security and Human Rights Program.

Richard H. Kohn

Professor of History and Peace, War, and Defense at the University of North Carolina at Chapel Hill. Born and raised in Chicago, he was educated at Harvard (A.B. 1962) and the University of Wisconsin (M.S. 1964, Ph.D. 1968), has taught at City College of the City University of New York, Rutgers University-New Brunswick, Dickinson College, the US Army and National War Colleges, and was from 1981 to 1991 Chief of Air Force History and Chief Historian for the United States Air Force. At Carolina, he has headed (1992-2000) the Triangle Institute of Security Studies, an inter-university and interdisciplinary consortium of faculty in the Research Triangle area of North Carolina interested in national and international security broadly defined, and has chaired (1992-2006) the Curriculum in Peace, War, and Defense, an undergraduate major in the same field in UNC's College of Arts and Sciences. He has been a two term president of the Society for Military History (1989-1993), served on the Advisory Board of the US Air Force's Gulf War Air Power Survey and the Air University Board of Visitors, chaired the research and collections management advisory committee of the Smithsonian's National Air and Space Museum and the Board of Directors of the National Coordinating Committee for the Promotion of History, and was a member of the National Security Study Group, a group of scholars and practitioners who assisted the US Commission on National Security/21st Century (the Hart-Rudman Commission) that reviewed American national security policies and institutions between 1998 and 2001. In 2003 and 2004, he was a consultant for the Smithsonian's National Museum of American History on its "Price of Freedom" permanent exhibit on the American military experience. His honors include the Binkley-Stephenson Award of the Organization of American Historians, the Victor Gondos Memorial Service Award of the Society for Military History, Department of the Army Certificates of Appreciation for Patriotic Civilian Service, Department of the Air Force Organizational Excellence and Exceptional Civilian Service Awards, and UNC's John L. Sanders Award for Distinguished Undergraduate Teaching and Service. A specialist in American military history and civil-military relations, Kohn is the author or editor or co-author or co-editor of some ten volumes in the field, including *Eagle and Sword: The Federalists and the Creation of the Military Establishment in America*,

1783-1802 (1975) and *The Exclusion of Black Soldiers from the Medal of Honor in World War II* (1997), the report that resulted in the award of seven medals of honor to black soldiers of that conflict. His most recent book is an edited volume with Peter D. Feaver, *Soldiers and Civilians: The Civil-Military Gap and American National Security* (2001), the result of a three year project investigating the differences between military and civilian attitudes and perspectives in the United States. His most recent writings have focused on contemporary civil-military relations, including “The Erosion of Civilian Control of the Military in the United States Today,” which won the 2002 Edward S. Miller History Prize of the *Naval War College Review*, and “Coming Soon: A Crisis in Civil-Military Relations,” in the inaugural issue of the new *World Affairs*, 170(Winter, 2008):69-80. He is currently working on a study of presidential war leadership in American history.

Justine Isola

Staff editor at The Atlantic Monthly magazine in Washington, DC with an interest in civil-military relations.

Greg Jaffe

Greg Jaffe has been a reporter with the Wall Street Journal since 1995. He has been covering the Pentagon full time for the Journal out of the paper’s Washington bureau since January 2000. He shared a Pulitzer Prize in 2000 for a series on defense spending. In 2002 and 2005, Mr. Jaffe won the Raymond Clapper Award for Washington coverage. He also won the Gerald R. Ford award for defense coverage in 2002. Mr. Jaffe is a graduate of Williams College in Williamstown, Mass. His first job in journalism was with the Montgomery Advertiser in Montgomery, Ala. There he co-authored a series on the questionable fundraising tactics of the Southern Poverty Law Center, the nation’s wealthiest civil rights charity that was a finalist for the 1994 Pulitzer Prize in Explanatory Journalism. Mr. Jaffe grew up in Northern Virginia and lives in Arlington, Va. with his wife and two children.

Jofi Joseph

Serves as Senator Robert P. Casey Jr.’s (D-PA) principal advisor on foreign policy, national security, and homeland defense issues. He has held this position since February 2007. From 2004 through 2007, Jofi worked for a small public sector consulting firm in Alexandria, VA, where he engaged in strategic planning in support of the Department of Homeland Security’s efforts on critical infrastructure protection. From 2001 to 2004, Jofi served as a Professional Staff Member on the Senate Foreign Relations Committee and advised the Ranking Member, Senator Joseph R. Biden, Jr., on arms control, nonproliferation, and U.S. military assistance issues. Jofi has also worked at the U.S. Department of State on NATO policy and European security issues. Jofi graduated *magna cum laude* from Georgetown University with a Bachelor of Science in Foreign Service in 1994. He earned a public policy masters degree from Princeton University’s Woodrow Wilson School in 1999. As an undergraduate, he was named a Harry S Truman scholar in recognition of his commitment to a career in public service. Jofi earned a Rotary Scholarship upon graduation from Georgetown and spent the following year studying at the Universitat Salzburg in Austria. Jofi has published commentary

pieces on national security issues for Democracy: A Journal of Ideas, Foreign Policy, Arms Control Today, The Nonproliferation Review, and Defense News. Jofi is a Term Member in the Council on Foreign Relations.

Douglas C. Lovelace, Jr.

Director of the Strategic Studies Institute since May 2000. He held the Douglas MacArthur Professor of Research Chair at the U.S. Army War College. His Army career included a combat tour in Vietnam and a number of command and staff assignments. While serving in the Plans, Concepts and Assessments Division and the Conventional War Plans Division of the Joint Staff, he collaborated in the development of documents such as the National Military Strategy, the Joint Strategic Capabilities Plan, the Joint Military Net Assessment, national security directives, and presidential decision directives. He also was Director of Military Requirements and Capabilities Management at the U.S. Army War College. He is a graduate of the U.S. Army Command and General Staff College and the National War College. He holds an MBA from Embry Riddle Aeronautical University and a J.D. from Widener University School of Law. He is a member of the Pennsylvania and New Jersey bars. He has published extensively in the areas of national security and military strategy formulation, future military requirements and strategic planning.

Colonel Matthew Moten

Professor and deputy head of the Department of History at the United States Military Academy. He spent much of his career in armor and cavalry assignments. In April 1999 he became speechwriter to the Chief of Staff, Army, General Eric K. Shinseki. He later served as legislative advisor to the Chief of Staff. In 2002 Colonel Moten was selected as an Academy Professor in the USMA Department of History and was assigned as Chief, Military History Division. From January to June of 2005, he served as deputy commanding officer, Dragon Brigade, XVIII Airborne Corps and Task Force Dragon, Multi-National Corps, Iraq. He assumed his current duties in March 2006. He holds a doctorate in history from Rice University and is author of *The Delafield Commission and the American Military Profession*.

Tyler Moselle

Research and Program Associate at the Carr Center where he works with Sarah Sewall on the National Security and Human Rights Program. Prior to joining the Carr Center Tyler worked as a teaching and research assistant at Brigham Young University, the Naval War College, and Harvard University where he focused on US national security and foreign policy, globalization and terrorism, the future of war, and religious violence. Tyler holds a bachelor's in history from BYU and a master's in government from Harvard University.

Lt. Col. Rob Palmer

Active duty Air Force Reservist serving as an Air Force Legislative Fellow in the Office of Senator Jim DeMint. His previous assignments include Chief of Strategic Communication for the National Committee for Employer Support of the Guard and Reserve (ESGR) and as an Individual Mobilization Augmentee (IMA) to the Deputy Director of Public Affairs for Air Mobility Command at Scott Air Force Base, Illinois.

Lt Col Palmer has earned a bachelor's degree from The Citadel and graduate degrees from Indiana University and the Fletcher School of Law and Diplomacy. He has completed Air Command and Staff College, Joint Forces Staff College and Air War College. Prior to accepting an active duty assignment with the Air Force Reserve, he served as Executive Vice President and CEO of the Associated General Contractors of Indiana, a statewide construction trade association based in Indianapolis.

Deborah Pearlstein

Joined the Woodrow Wilson School for Public and International Affairs at Princeton University in 2007 as an Associate Research Scholar in the Law and Public Affairs Program. An expert in U.S. constitutional law, Ms. Pearlstein's work focuses on U.S. counterterrorism and national security policies, executive power, and the role of the courts. Her most recent articles consider the role of the military as a constraint on executive power, and the Constitution and changing executive competencies in the post-Cold War world. From 2003-2006, Ms. Pearlstein served as the founding director of the Law and Security Program at Human Rights First, where she led the organization's efforts in research, litigation and advocacy surrounding U.S. detention and interrogation operations. Among other projects, Ms. Pearlstein led the organization's first monitoring mission to the U.S. Naval Base at Guantanamo Bay, Cuba, and co-authored a series of reports on the human rights impact of U.S. national security policy, including a landmark report on U.S. secret detention facilities, *Behind the Wire*. She also worked closely with members of the military and intelligence communities in launching a series of off-the-record workshops to address key policy challenges in U.S. counterterrorism efforts. A frequent public speaker on security-related topics in U.S. constitutional law, Ms. Pearlstein has testified before Congress on the human rights impacts of U.S. detention and interrogation operations. Before embarking on a career in law, Ms. Pearlstein served in the White House as a Senior Editor and Speechwriter for President Clinton. Ms. Pearlstein received her A.B. in literature and politics from Cornell University, and her J.D. *magna cum laude* from Harvard Law School, where she was articles editor of the *Harvard Law Review*. She also served as a teaching fellow in Harvard College and in the Law School. Following law school, Ms. Pearlstein clerked for Judge Michael Boudin of the U.S. Court of Appeals for the First Circuit, then for Justice John Paul Stevens of the U.S. Supreme Court.

Michael E. O'Hanlon

Brookings Institution: Senior Fellow, Foreign Policy, Director, Opportunity 08: Independent Ideas for Our Next President, Director of Research, 21st Century Defense Initiative, and the Sydney Stein, Jr. Chair. Michael O'Hanlon specializes in U.S. national security policy. He is senior author of the Iraq Index. A former defense budget analyst who advised members of Congress on military spending, he specializes in Iraq, North Korea, homeland security, the use of military force and other defense issues.

Mackubin T. Owens

Dr. Owens is Associate Dean of Academics for Electives and Directed Research and Professor of National Security Affairs at the US Naval War College in Newport, Rhode Island. He is also a Senior Fellow of the Foreign Policy Research Institute (FPRI)

in Philadelphia, and editor of *Orbis*, FPRI's quarterly journal. He specializes in the planning of US strategy and forces, especially naval and power projection forces; the political economy of national security; national security organization; strategic geography; energy security; and American civil-military relations. In addition to the core Naval War College course, he has taught electives on The American Founding, Strategy and Policy of the American Civil War, The Statesmanship of Abraham Lincoln, Sea Power and Maritime Strategy, Strategy and Geography, and US Civil-Military Relations. From 1990 to 1997, Dr. Owens was Editor-in-Chief of the quarterly defense journal *Strategic Review* and Adjunct Professor of International Relations at Boston University. Dr. Owens is a contributing editor to *National Review Online* and a regular contributor to the *New York Post*, writing primarily on security affairs. His articles have appeared in *International Security*, *Orbis*, *Armed Forces Journal*, *Joint Force Quarterly*, *The Public Interest*, *The Weekly Standard*, *Defence Analysis*, *US Naval Institute Proceedings*, *Naval War College Review*, *Marine Corps Gazette*, *Comparative Strategy*, *National Review*, *The New York Times*, *The Los Angeles Times*, *The Christian Science Monitor*, *the Jerusalem Post*, *St. Louis Lawyer*, *The Washington Times*, *The Claremont Review of Books*, and *The Wall Street Journal*. He is co-editor of the textbook, *Strategy and Force Planning*, now in its fourth edition, for which he also wrote the chapters entitled "The Political Economy of National Security," "Thinking About Strategy," and "Strategy and the Logic of Force Planning." He currently is working on a book for the University Press of Kentucky tentatively entitled *Sword of Republican Empire: A History of US Civil-Military Relations*. Before joining the faculty of the War College, Dr. Owens served as National Security Adviser to Senator Bob Kasten, Republican of Wisconsin, and Director of Legislative Affairs for the Nuclear Weapons Programs of the Department of Energy during the Reagan administration. Dr. Owens is also a Marine Corps veteran of Vietnam, where as an infantry platoon commander in 1968-1969, he was wounded twice and awarded the Silver Star medal. He retired from the Marine Corps Reserve as a Colonel in 1994. Dr. Owens earned his Ph.D. in Politics from the University of Dallas, a Master of Arts in Economics from Oklahoma University, and his BA from the University of California at Santa Barbara. He has taught at the University of Rhode Island, the University of Dallas, Catholic University, Ashland University of Ohio, and the Marine Corps' School of Advanced Warfighting (SAW). He has been a program officer for the Smith Richardson Foundation, Senior Visiting Fellow at the Center for Naval Analyses and a consultant to the Los Alamos National Laboratory; Plans Division, Headquarters Marine Corps; and J-5 Strategy, the Joint Staff.

Kathy Roth-Douquet

Author and attorney who writes frequently about civil-military affairs and about civil society. She is the co-author, with Frank Schaeffer, of *AWOL: The Unexcused Absence of Americas Upper Classes from Military Service and How it Hurts Our Country* (HarperCollins), and is an occasionally contributing commentator to *USA Today*. She is a former Clinton White House and Pentagon official, where she received the Secretary of Defense Medal for Outstanding Public Service for her work on defense reform. Roth-Douquet is married to a US Marine Corps colonel, and currently lives at the Recruit Depot, Parris Island, South Carolina. Her forthcoming book *How Free People Move Mountains* (also with Frank Schaeffer and HarperCollins) will be released this August.

Kalev Sepp

Dr. Kalev I. Sepp is the Deputy Assistant Secretary of Defense for Special Operations Capabilities. A former U.S. Army Special Forces officer, he earned his Ph.D. at Harvard University, and his Combat Infantryman Badge in El Salvador. He has served as a consultant in Iraq and Afghanistan, and was an expert member of the Baker-Hamilton Bipartisan Commission on Iraq, a.k.a. the Iraq Study Group. Dr. Sepp previously taught at the Naval Postgraduate School and the U.S. Military Academy.

Sarah Sewall

Director of the Carr Center and Lecturer in Public Policy, she also directs the Carr Center's Program on National Security and Human Rights. During the Clinton Administration, Sewall served in the Department of Defense as the first Deputy Assistant Secretary for Peacekeeping and Humanitarian Assistance. From 1987-1993, she served as Senior Foreign Policy Advisor to Senate Majority Leader George J. Mitchell, delegate to the Senate Arms Control Observer Group, and on the Senate Democratic Policy Committee. Sewall has also worked at a variety of defense research organizations and as Associate Director of the Committee on International Security Studies at the American Academy of Arts and Sciences. She wrote the introduction to the University of Chicago edition of the U.S. Army and Marine Corps Counterinsurgency Field Manual (2007). She was lead editor of *The United States and the International Criminal Court: National Security and International Law* (2000) and has written widely on U.S. foreign policy, multilateralism, peace operations, and military intervention. Her current research focuses on civil-military affairs, the civilian in war and includes facilitating a dialogue between the military and human rights communities on the use of force.

Andrew J. Shapiro

Senior Defense and Foreign Policy Advisor for Senator Hillary Rodham Clinton (D-NY). Since joining her staff in 2001, he has served as Senator Clinton's primary policy advisor on national security, trade and veterans issues including Senator Clinton's work on the Senate Armed Services Committee. Previously, he worked on the Gore-Lieberman 2000 campaign as briefing book director for vice presidential candidate Joseph I. Lieberman and as a member of the Gore-Lieberman Recount Committee legal team. Mr. Shapiro was counsel to the Justice Department's International Competition Policy Advisory Committee, focused on trade and competition policy, and was an associate at the Washington, DC law firm Covington & Burling. During his tenure at Covington, Mr. Shapiro took a leave of absence to work for the 1996 Democratic ticket in Michigan. He received a B.A. in Diplomatic History in 1989 from the University of Pennsylvania and a joint law/master's in international affairs degree from Columbia University in 1995. Prior to attending law and graduate school, he worked as a senior research assistant at The Washington Institute for Near East Policy. Andrew Shapiro is a member of the Council of Foreign Relations and the International Institute of Strategic Studies.

Don M. Snider, Ph.D.

Professor of Political Science, Department of Social Sciences, U.S. Military Academy. Following a full military career, five years in Washington DC as analyst/director of

political-military research at the Center for Strategic and International Studies (CSIS), and three years as the Olin Distinguished Professor of National Security Studies at West Point, Dr. Snider was appointed to the civilian faculty of the U.S. Military Academy in 1998. His current research interests include military innovation and adaptation, American civil-military relations, the identities and development of the American Army officer, and military professions. He was research director, chapter author, and co-editor of two recent books on the Army as profession: *The Future of the Army Profession*, 2d Edition (McGraw-Hill, 2005), now a textbook at the Army War College and West Point; and more recently *Forging the Warrior's Character: Moral Precepts from the Cadet Prayer* (Jerico, Ltd, 2007), a new text at West Point. Dr. Snider's recent publications include: "Leadership by Example" (Army Magazine, November 2005), "Jointness, Defense Transformation, and the Need for a New Joint Warfare Profession," (Parameters, Autumn 2003); "Officership: The Professional Practice" (Military Review, Jan-Feb 2003); "The Civil-Military Gap and Professional Military Education (Armed Forces and Society, Winter 2001, co-author); "America's Post-Modern Military" (World Policy Journal, Spring 2000); Army Professionalism, The Military Ethic and Officership in the 21st Century (Strategic Studies Institute, 1999, co-author); "The Uninformed Debate on Military Culture," (Orbis, Winter 1999); "Civil-Military Relations and the Ability to Influence," (Armed Forces and Society, Spring 1999, co-author); U.S. Civil-Military Relations: Transition or Crisis (CSIS, 1995, co-editor); *The Gulf War and What We Learned*, (Westview, 1992, co-author). In addition to Congressional testimonies, his publications have appeared in *Survival*, *The Washington Quarterly*, *AirPower Review*, *National Security Studies Quarterly*, *Command*, *Assembly*, *Armed Forces Journal International*, and the *Joint Forces Quarterly*; his op/eds have appeared in the *New York Times*, the *Washington Post*, and the *Wall Street Journal*. Early in his military career, Dr. Snider served three combat tours as an Infantryman in the Republic of Vietnam. After battalion command in the 7th Infantry Division, he specialized in military strategy and defense policy, serving consecutively as Chief of Plans for Theater Army in Europe, Joint Planner for the Army Chief of Staff, and Federal Executive Fellow at the Brookings Institution. In 1987 he joined the staff of the National Security Council in the White House serving as Director, Defense Policy, in both the Reagan and Bush Administrations. In his last position on active duty he served in the Office of the Chairman, Joint Chiefs of Staff. Dr. Snider holds a Doctorate in Public Policy from the University of Maryland (1993) and Master's Degrees in Economics and in Public Policy from the University of Wisconsin (1969). He is a member of The Council on Foreign Relations, New York City, and serves on the Executive Committee of the Inter-University Seminar (IUS) on Armed Forces and Society.

Charles A. Stevenson

Stevenson has taught courses on the national security policy process and on Congress and foreign policy at the Nitze School of Advanced International Studies, Johns Hopkins University, since 2002. During 1992-2005, he was a Professor of National Security Policy at the National War College. For eight of his 13 years at NWC, he was director of the core course on the national security policy process. Dr. Stevenson is the author of three recent books: *Congress at War: The Politics of Conflict since 1789* (Potomac Books, 2007); *Warriors & Politicians: U.S. Civil-Military Relations under Stress*

(Routledge, 2006); and *SecDef: the nearly impossible job of Secretary of Defense* (Potomac Books, 2006). His recent articles include: "Underlying Assumptions of the National Security Act of 1947," *Joint Forces Quarterly*, Issue 48, 1st Quarter, 2008, 129-133; and "The Story Behind the National Security Act of 1947," *Military Review*, forthcoming. During 1970-1992, Dr. Stevenson was a Legislative Assistant for defense and foreign policy issues in the U.S. Senate, working for Senators on the Armed Services, Foreign Relations, and Intelligence Committees. In 1999-2000 he served as a member of the Secretary of State's Policy Planning Staff, specializing in political-military matters and State-Defense collaboration. While completing his PhD, he held junior positions in the U.S. Treasury Department and the U.S. Navy Department. Dr. Stevenson received his AB and PhD from Harvard. He also received an MA from the Fletcher School at Tufts University and a Fulbright Grant to study at King's College, London. He is a member of the American Political Science Association, the Council on Foreign Relations, the International Institute for Strategic Studies, and the Inter-University Seminar on Armed Forces and Society.

Glenn M. Sulmasy Commander, USCG, JA

Sulmasy is an associate professor of law at the United States Coast Guard Academy, and an adjunct faculty at Roger Williams University School of Law. Commander Sulmasy was a Professor of International Law at the U.S. Naval War College in Newport, R.I., for the 2003-2004 academic year. He has served in numerous operational billets at sea including tours of duty in the Caribbean, the Mediterranean and Red Sea with the Navy during the first Gulf War and along the coast of the United States. Commander Sulmasy has also been an aide/fellow to former Congressman Rob Simmons (Ct-2). He received his B.S. in government from the United States Coast Guard Academy, Juris Doctor cum laude from the University of Baltimore School of Law and an LL.M. from Boalt Hall School of Law at UC Berkeley. Commander Sulmasy has received numerous military awards including: three Meritorious Service Medals, Joint Service Commendation Medal, USCG Commendation Medal, Navy Achievement Medal, Operation Desert Shield Medal and Kuwait Liberation Medal. He has received commendations for his service from the U.S. Congress, Governor of the State of Connecticut, and the United States Attorney for the District of Connecticut. For 2007-2008, he is a National Security and Human Rights Fellow at Harvard's Carr Center for Human Rights Policy.

Lt. Gen. Bernard E. Trainor, USMC (Ret.)

General Trainor is an adjunct senior fellow at the Council on Foreign Relations. A highly decorated officer, his military career included a wide variety of command and staff assignments. General Trainor enlisted in the Marine Corps at the end of World War II and was subsequently selected for officer training. He was commissioned a second lieutenant after graduation from Holy Cross College, Worcester, MA. in 1951. He commanded in combat in Korea and on two tours in Vietnam. He has a background in special operations. His military staff duties dealt primarily with professional education, planning and operations. Prior to retirement from the Marine Corps in 1985 he was Deputy Chief of Staff for Plans, Policies and Operations and Marine Corps Deputy to the Joint Chiefs of Staff. After retirement, General Trainor joined *The New York Times* as its military correspondent. As a journalist, he covered military matters at home and abroad

and provided on-the-scene analysis of conflicts throughout the Third World. In 1990, he joined Harvard's Kennedy School of Government as Director of the National Security Program. He also retained his journalistic affiliation as a columnist for The Times News Service and became military analyst for ABC. General Trainor retired from his directorship at Harvard in September 1996 and assumed Associate status at The Center for Science and International Affairs at the Kennedy School. General Trainor holds a Master's degree in History and did graduate work for a doctorate at the University of Colorado. He attended the Marine Corps Command and Staff College and is a Distinguished Graduate of the Air War College. General Trainor was on the Presidential Commission of Roles and Missions and is a member of the International Institute for Strategic Studies. He is currently an advisor to the Secretary of Defense incident to the alleged massacre of civilians by American soldiers in the early days of the Korean War. He also serves on the Board of Visitors for the Air Force Academy and the Board of Directors of The World Affairs Council. In addition, he is on the editorial board of *Joint Force Quarterly* and editorial advisor to the *Naval War College Review*. General Trainor was a contributing author to *American Defense Annual*, *Defense Beat*, *Newsmen and National Defense*, *After the Storm*, and *Perspectives on War Fighting*. He is co-author of *The Generals' War*, the acclaimed analysis of the Gulf War published in 1995 by Little, Brown & Co. and continues to do military analyses for NBCTV, *The Boston Globe*, *The Wall Street Journal* and *The New York Times*. Gen. Trainor is currently writing a book on *Operation Iraqi Freedom*.

Marybeth Ulrich

Professor of Government in the Department of National Security and Strategy at the U.S. Army War College. She has also taught at the U.S. Air Force Academy, the Naval Postgraduate School, the Baltic Defense College, and the Japanese National Defense Academy. She served 15 years in the active U.S. Air Force as a navigator on KC-135Q refueling planes and as a political science instructor. She is a Lieutenant Colonel in the Air Force Reserve and is an international political military affairs officer. Dr. Ulrich has written extensively in the field of strategic studies with special emphasis on European security, civil-military relations, and national security democratization issues. Among her numerous publications is a book, *Democratizing Communist Militaries: The Cases of the Czech and Russian Armed Forces* (1999). Dr. Ulrich received a B.S. from the U.S. Air Force Academy, and a Ph.D. in Political Science from the University of Illinois.

Celeste Ward

Currently serving as the Deputy Assistant Secretary of Defense for Stability Operations Capabilities in SOLIC&IC, with oversight of DoD policy development on reconstruction and stabilization activities and integrating DoD efforts across components and services.

PAST EXPERIENCE: Celeste Ward joins OSD(P) from her most recent tour in Iraq, where she served for 2006 as the Political Advisor to the Commanding General of the Multinational Corps Iraq. In this role, she was the senior civilian advisor to the overall operational commander in theater, his senior staff, and his subordinate commanders on the full range of political-military affairs and interagency matters. She helped to develop political, diplomatic, bureaucratic, and media strategies, spoke for the command on political-military issues to counterparts, and traveled extensively throughout Iraq.

In 2005-2006, Celeste was a Special Assistant to the Counselor at the State Department, where she was involved in policy development on such issues as Iraq, national intelligence policy, Middle Eastern affairs, European affairs, political-military affairs, developing partnership capacity, and the global war on terrorism. In 2004-2005 she served in Strategy in the Office of the Secretary of Defense, where she helped develop policy solutions on strategic questions such as the Unified Command Plan, DoD organization, defense strategy, and assessments of the global security environment. During her first tour in Iraq, Celeste helped to stand up a new Iraqi Ministry of Defense, including designing the organization, roles, and responsibilities of the new Ministry, developing a training program for new Iraqi civil servants, and recruiting and interviewing Iraqi candidates for civil service positions. She also helped to stand up the Ministerial Committee on National Security, an Iraqi equivalent to the U.S. National Security Council. In that role she worked closely on a daily basis with senior members of the Iraqi government and a range of senior U.S. and Coalition officials.

John P. White

Robert and Renee Belfer Lecturer and Chair of the Harvard Kennedy School Middle East Initiative. He served as U.S. Deputy Secretary of Defense from 1995 to 1997, Deputy Director of the Office of Management and Budget from 1978 to 1981, Assistant Secretary of Defense, Manpower, Reserve Affairs, and Logistics from 1977 to 1978, and as a lieutenant in the United States Marine Corps from 1959 to 1961. Prior to his most recent government service, White was the Director of the Center for Business and Government at Harvard University and the Chair of the Commission on Roles and Missions of the Armed Forces. He has extensive private sector experience as a senior executive and currently serves on several corporate and not-for-profit boards of directors. He holds a BS degree from Cornell University and an MA and PhD in economics from the Maxwell Graduate School, Syracuse University.

John Allen Williams

John Allen ("Jay") Williams is Professor of Political Science at Loyola University Chicago and is Chair and President of the Inter-University Seminar on Armed Forces and Society. His academic degrees are from Grinnell College (B.A.) and the University of Pennsylvania (M.A. and Ph.D.). His writings include works on civil-military relations, military culture, military professionalism and leadership, professional military education, personnel issues, military strategy, military forces and missions, catastrophic terrorism, defense organization, and strategic policy. Dr. Williams' latest book is U.S. National Security: Policymakers, Processes, and Politics (with Sam C. Sarkesian and Stephen J. Cimbala). Previous books include The Postmodern Military: Armed Forces After the Cold War (with Charles C. Moskos and David R. Segal), Soldiers, Society, and National Security (with Sam C. Sarkesian and Fred B. Bryant), The U.S. Army in a New Security Era (with Sam C. Sarkesian), and U.S. National Security Policy and Strategy, 1987-1995: Documents and Policy Proposals (with Robert A. Vitas). He wrote the report, Catastrophic Terrorism: Imminent Threat, Uncertain Response for the McCormick Tribune Foundation. He co-authored "Civil Rights vs. Combat Effectiveness? Military Policies on Gender and Sexuality" (with Laura L. Miller), in Peter D. Feaver and Richard H. Kohn, eds., Soldiers and Civilians: The Civil-Military Gap and American National

Security. He has published in *Armed Forces & Society*, *The Washington Quarterly*, *Military Review*, *America*, *Air University Review*, the *National Strategy Forum Review*, and the *Naval Institute Proceedings*, and has contributed numerous chapters to scholarly books. In addition to his leadership of the Inter-University Seminar on *Armed Forces and Society*, Dr. Williams chairs the Academic Advisory Committee and serves on the Editorial Board of the *National Strategy Forum* in Chicago. He is a Visiting Scholar in the Department of Sociology at Northwestern University and is co-organizer and past President of the International Security and Arms Control Section of the American Political Science Association. He is a frequent media commentator whose lectures and professional appearances discussing military policy and civil military relations have taken him to Russia, the United Kingdom, South Africa, Turkey, Belgium, Italy, Germany, Slovenia, El Salvador, Uruguay, Brazil, Bolivia, Taiwan, and Australia.

Dr. Williams retired as a Captain in the U.S. Naval Reserve with 30 years of commissioned service. A designated Strategic Plans Officer, he performed active duty aboard USS Columbus (CG-12) and the U.S. Naval Academy, and active and reserve duty with the Chief of Naval Operations (Strategic Concepts Branch), the Joint Chiefs of Staff (Strategy Branch), the Office of the Secretary of Defense (Assistant Principal Deputy Undersecretary for Strategy and Resources), the Naval War College, and the Commander, Second Fleet. His last reserve assignment was with the Commander, Naval Training Center Great Lakes to provide military assistance to civilian authorities in the event of a civil emergency. His personal awards include the Legion of Merit, the Meritorious

Leonard Wong

Leonard Wong is a Research Professor of Military Strategy (Human and Organizational Dimensions). He served in the Army for over 20 years including teaching leadership at West Point, serving as an analyst in the Office of the Chief of Staff of the Army, and also in the Office of the Deputy Chief of Staff for Personnel. He is a Professional Engineer and holds a B.S. from the U.S. Military Academy and an M.S. and Ph.D. in Business Administration from Texas Tech University.

Mohsin Zaidi

Mohsin Zaidi read Law with European Law at Keble College, Oxford University ('07), during which he spent one year at Leiden University, The Netherlands as a Clifford Chance scholar. He has worked at the Coalition for the International Criminal Court and most recently, at the UN International Criminal Tribunal for the former Yugoslavia at the Office of the Prosecutor. He is currently Research intern to Sarah Sewall at Harvard Kennedy School's National Security and Human Rights Program.