



CENTER FOR
U.S. GLOBAL
ENGAGEMENT

A 21ST CENTURY VISION OF U.S. GLOBAL LEADERSHIP
BUILDING A BETTER, SAFER WORLD

The extraordinary global challenges and opportunities of the 21st century call for a new vision of America's engagement with the world. Today's U.S. investments in diplomacy and development are insufficient to promote global stability, expand the benefits of the global economy, and guarantee American security. Our increasingly interconnected world requires strong U.S. leadership to strengthen democratic governance, harness economic potential, alleviate global poverty and improve human conditions. American investments in these goals will reaffirm America's tradition of moral leadership, reduce our vulnerability to threats from destabilizing forces and improve America's image abroad. To achieve these objectives, the U.S. must use **smart power** – elevating diplomacy and development assistance while integrating them with our economic policies, defense and intelligence activities.

Keeping America Safe: Our Best Defense is a Good Offense

We cannot rely on military power alone to make our nation secure. This was a key conclusion of three recent reports on national security: the 9/11 Commission Report, the 2006 Department of Defense Quadrennial Review Report, and the 2006 National Security Strategy. America's prosperity and security have become inextricably linked to the prosperity and security of other nations and their people. Diplomatic initiatives, anti-proliferation programs, international exchanges and long-term investments in the health, education and livelihood of citizens of other nations keep America safer by combating terrorism, engendering goodwill toward the United States, and alleviating conditions that leave fragile countries such as Afghanistan, Iraq and Sudan vulnerable to the influence of extremist groups.

Revitalizing Our Moral Leadership

America's innovation and investment can address some of the world's greatest challenges. Ten million children die every year of preventable diseases before age five; 77 million children don't attend school; and more than one billion people lack clean water. Over the past four decades, U.S. assistance has helped millions of people feed their families; nearly eradicated river blindness and polio; helped Mozambique and El Salvador rebound from civil war; and put hundreds of thousands of HIV/AIDS patients on life-saving anti-retroviral treatments. Doing more to help governments of poor countries offer their people hope for a better future reaffirms our American humanitarian tradition and helps strengthen America's image abroad.

Promoting and Harnessing Economic Growth in Developing Countries

Over the past 40 years, trade has tripled as a share of our national economy. Since nearly 45% of U.S. exports go to developing countries, economic progress in those countries has a direct impact on our own. We must put in place development assistance and trade policies that will increase market access and create greater economic opportunities for both America and our trading partners.

A CALL TO ACTION FOR THE 2008 PRESIDENTIAL CANDIDATES

The next U.S. President must be prepared to tackle these challenging issues with bold new ideas that encourage global cooperation in the pursuit of freedom, security and opportunity. The next Administration needs to revitalize America's moral and pragmatic leadership by making greater investments in our diplomatic and development programs, modernizing our foreign assistance institutions, and improving the accountability and effectiveness of our foreign assistance programs.

We call on *all* of the 2008 Presidential candidates to elevate and strengthen our non-military tools of global engagement to build a better, safer, more prosperous America and world.

General Anthony C. Zinni (USMC-ret.)
Co-Chair, National Security Advisory Council
Center for U.S. Global Engagement

Admiral Leighton W. Smith Jr. (USN-ret.)
Co-Chair, National Security Advisory Council
Center for U.S. Global Engagement

A 21ST CENTURY VISION OF U.S. GLOBAL LEADERSHIP
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FULL LIST OF ENDORSEMENTS - As of 03.03.08

- Admiral Charles S. Abbot, USN (Ret.)**
Deputy Commander in Chief,
U.S. European Command ('98-'00)
- General John P. Abizaid, USA (Ret.)**
Commander, U.S. Central Command ('03-'07)
- Admiral Stanley R. Arthur, USN (Ret.)**
Vice Chief of Naval Operations ('92-'95)
- Admiral Frank L. Bowman, USN (Ret.)**
Director, Naval Nuclear Propulsion ('96-'04)
- General Charles G. Boyd, USAF (Ret.)**
Deputy Commander in Chief,
U.S. European Command ('92-'95)
- Admiral Archie R. Clemens, USN (Ret.)**
Commander in Chief, U.S. Pacific Fleet ('96-'99)
- Lieutenant General John B. Conaway, USAF (Ret.)**
Chief, National Guard Bureau ('90-'93)
- Lieutenant General John "Jack" Costello, USA (Ret.)**
Commanding General, U.S. Army Space and Missile
Defense Command/U.S. Army Space Command ('98-'01)
- Admiral Walter F. Doran, USN (Ret.)**
Commander in Chief, U.S. Pacific Fleet ('02-'05)
- General Ralph E. Eberhart, USAF (Ret.)**
Commander, North American Aerospace Defense
Command/Commander,
U.S. Northern Command ('02-'04)
- Admiral Leon A. Edney, USN (Ret.)**
Supreme Allied Commander Atlantic/Commander in
Chief, U.S. Atlantic Command ('90-'92)
- Admiral James O. Ellis, Jr., USN (Ret.)**
Commander, U.S. Strategic Command ('02-'04)
- Admiral Thomas B. Fargo, USN (Ret.)**
Commander, U.S. Pacific Command ('02-'05)
- General John R. Galvin, USA (Ret.)**
Supreme Allied Commander, Europe/Commander in
Chief, U.S. European Command ('87-'92)
- General Michael W. Hagee, USMC (Ret.)**
Commandant, U.S. Marine Corps ('03-'06)
- General Richard E. Hawley, USAF (Ret.)**
Commander, Air Combat Command ('96-'99)
- Admiral Ronald J. Hays, USN (Ret.)**
Commander in Chief, U.S. Pacific Command ('85-'88)
- General Richard D. Hearney, USMC (Ret.)**
Assistant Commandant, U.S. Marine Corps ('94-'96)
- General James T. Hill, USA (Ret.)**
Commander, U.S. Southern Command ('02-'04)
- Admiral James R. Hogg, USN (Ret.)**
U.S. Military Representative,
NATO Military Committee ('88-'91)
- General James L. Jamerson, USAF (Ret.)**
Deputy Commander in Chief,
U.S. European Command ('95-'98)
- Admiral Gregory G. Johnson, USN (Ret.)**
Commander, U.S. Naval Forces Europe/Commander in
Chief, Allied Forces Southern Europe ('01-'04)
- Admiral Jerome L. Johnson, USN (Ret.)**
Vice Chief of Naval Operations ('90-'92)
- General James L. Jones, USMC (Ret.)**
Supreme Allied Commander, Europe/Commander,
U.S. European Command ('03-'06)
- General John P. Jumper, USAF (Ret.)**
Chief of Staff, U.S. Air Force ('01-'05)
- General Paul J. Kern, USA (Ret.)**
Commanding General,
U.S. Army Materiel Command ('01-'04)
- General William F. Kernan, USA (Ret.)**
Supreme Allied Commander, Atlantic/Commander in Chief,
U.S. Joint Forces Command ('00-'02)

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BUILDING A BETTER, SAFER WORLD

FULL LIST OF ENDORSEMENTS - As of 03.03.08

Vice Admiral Stephen F. Loftus, USN (Ret.)
Deputy Chief of Naval Operations for Logistics ('90-'94)

General John Michael Loh, USAF (Ret.)
Commander, Air Combat Command ('92-'95)

Admiral T. Joseph "Joe" Lopez, USN (Ret.)
Commander in Chief, U.S. Naval Forces
Europe/Commander in Chief, Allied Forces Southern
Europe ('96-'98)

Admiral James M. Loy, USCG (Ret.)
Commandant, U.S. Coast Guard ('98-'02)

Lieutenant General Paul T. Mikolashek, USA (Ret.)
The Inspector General, U.S. Army/Commanding General of
the Third U.S. Army Forces Central Command ('00-'02)

Admiral Robert J. Natter, USN (Ret.)
Commander, Fleet Forces Command/Commander,
U.S. Atlantic Fleet ('00-'03)

Lieutenant General Gregory S. Newbold, USMC (Ret.)
Director of Operations, J-3 Joint Staff ('00-'02)

Admiral Donald L. Pilling, USN (Ret.)
Vice Chief of Naval Operations ('97-'00)

Admiral Joseph W. Prueher, USN (Ret.)
Commander in Chief, U.S. Pacific Command ('96-'99)

Lieutenant General Harry D. Raduege, Jr., USAF (Ret.)
Director, Defense Information Systems Agency/Commander,
Joint Task Force for Global Network Operations/Deputy
Commander, Global Network Operations and Defense, U.S.
Strategic Command Joint Forces Headquarters, Information
Operations ('00-'05)

Vice Admiral Norman W. Ray, USN (Ret.)
Deputy Chairman, NATO Military Committee ('92-'95)

General Robert W. RisCassi, USA (Ret.)
Commander in Chief, United Nations Command/
Commander in Chief, Republic of Korea/U.S. Combined Forces
Command ('92-'93)

General Peter J. Schoemaker, USA (Ret.)
Chief of Staff, U.S. Army ('03-'07)

General Henry H. Shelton, USA (Ret.)
Chairman, Joint Chiefs of Staff ('97-'01)

General Eric K. Shinseki, USA (Ret.)
Chief of Staff, U.S. Army ('99 - '03)

Admiral Leighton W. Smith, Jr., USN (Ret.)
Commander in Chief, U.S. Naval Forces Europe/
Commander in Chief,
Allied Forces Southern Europe ('94-'96)

Admiral William D. Smith, USN (Ret.)
U.S. Military Representative,
NATO Military Committee ('91-'93)

General Carl W. Stiner, USA (Ret.)
Commander in Chief,
U.S. Special Operations Command ('90-'93)

General Gordon R. Sullivan, USA (Ret.)
Chief of Staff, U.S. Army ('91-'95)

Admiral Carlisle A. H. Trost, USN (Ret.)
Chief of Naval Operations ('86-'90)

General Charles F. Wald, USAF (Ret.)
Deputy Commander, U.S. European Command ('02-'06)

General Charles E. Wilhelm, USMC (Ret.)
Commander, U.S. Southern Command ('97-'00)

General Michael J. Williams, USMC (Ret.)
Assistant Commandant, U.S. Marine Corps ('00-'02)

General Anthony C. Zinni, USMC (Ret.)
Commander in Chief, U.S. Central Command ('97-'00)



CENTER FOR U.S. GLOBAL ENGAGEMENT

ABOUT THE CENTER

The Center for U.S. Global Engagement, the educational arm of the U.S. Global Leadership Campaign, unites business, civic, military, faith-based, and political leaders around the country to broaden understanding of America's interests in building a better, safer world. The Center works to educate and inspire support among the American public, opinion leaders and policymakers for greater and more effective investments in development and diplomacy as an integral part of U.S. foreign policy and national security strategy.

ABOUT IMPACT '08: BUILDING A BETTER, SAFER WORLD

Impact '08: Building a Better, Safer World is the Center's national, non-partisan presidential campaign, officially launched in July 2007 with co-chairs former Secretary of State Madeleine Albright and former Secretary of Defense Frank Carlucci. *Impact '08* is calling on all of the Presidential candidates to elevate and strengthen America's non-military tools of global engagement. Along with Secretaries Albright and Carlucci, *Impact '08* has been endorsed by a bipartisan group of respected foreign policy and national security experts listed below.

IMPACT '08 ENDORSEMENTS

Madeleine Korbelt Albright

Secretary of State (1997-2001)

James A. Baker, III

Secretary of the Treasury (1985-1988)
Secretary of State (1989-1992)

Samuel R. Berger

National Security Advisor (1997-2001)

Harold Brown

Secretary of Defense (1977-1981)

Frank C. Carlucci

Secretary of Defense (1987-1989)

Warren Christopher

Secretary of State (1993-1997)

General Wesley Clark (ret.)

NATO Supreme Allied Commander, Europe (1997-2000)

William Cohen

Secretary of Defense (1997-2001)

Tom Daschle

Senate Majority Leader (2001-2003)

Bill Frist

Senate Majority Leader (2003-2007)

Benjamin Gilman

Chair, House Foreign Affairs Committee (1995-2000)

Lee H. Hamilton

Vice Chairman, 9/11 Commission

Gary Hart

U.S. Senate (1975-1987)

Carla Hills

U. S. Trade Representative (1989-1993)

Bob Kasten

U.S. Senate (1981-1993)

Tom Kean

Chair, 9/11 Commission

Jack Kemp

Secretary of Housing and Urban Development (1989-1993)

Henry Kissinger

National Security Advisor (1969-1975)
Secretary of State (1973-1977)

Anthony Lake

National Security Advisor (1993-1997)

Bob Livingston

Chair, House Appropriations Committee (1995-1999)

General Barry McCaffrey (ret.)

Commander, United States Southern Command (1994-1996)

Paul O'Neill

Secretary of the Treasury (2001-2002)

Sam Nunn

Chair, Senate Armed Services Committee (1987-1995)

William J. Perry

Secretary of Defense (1994-1997)

Tom Ridge

Secretary of Homeland Security (2003-2005)

Robert Rubin

Secretary of the Treasury (1995-1999)

General Henry H. Shelton

Chairman of the Joint Chiefs of Staff (1997-2001)

George P. Shultz

Secretary of State (1982-1989)

Lawrence Summers

Secretary of the Treasury (1999-2001)

Timothy Wirth

U.S. Senate (1987-1993)

Jim Wolfensohn

President, World Bank Group (1995-2005)

CENTER FOR U.S. GLOBAL ENGAGEMENT
NATIONAL SECURITY ADVISORY COUNCIL
BIOGRAPHIES

Admiral Charles S. Abbot, USN (Ret.)

Admiral Charles S. Abbot's last military assignment was Deputy Commander in Chief of the U.S. European Command in Stuttgart, Germany. Admiral Abbot also served as Commander of the U.S. Sixth Fleet and Commander, NAVAL Striking and Support Forces in Southern Europe.

General John P. Abizaid, USA (Ret.)

General John P. Abizaid served as the Commander of the U.S. Central Command from 2003 until his retirement in 2007. General Abizaid also served as the Executive Assistant to the Chairman of the Joint Chiefs of Staff, the Director of Strategic Plans and Policy on the Joint Staff and as the Director of the Joint Staff.

Admiral Stanley R. Arthur, USN (Ret.)

Admiral Stanley R. Arthur served as the Vice Chief of Naval Operations from 1992 – 1995. He also served as Commander, Naval Forces, Central Command during Operation Desert Storm. Admiral Arthur retired in 1995.

Admiral Frank L. Bowman, USN (Ret.)

Admiral Frank "Skip" L. Bowman is the former Chief of Naval Personnel. He also served as the Director of Naval Nuclear Propulsion. In this position, he simultaneously served as the Deputy Administrator for Naval Reactors in the National Nuclear Security Administration through the Department of Energy.

General Charles G. Boyd, USAF (Ret.)

General Charles G. Boyd served as the Deputy Commander in Chief, U.S. European Command from 1992 until his retirement in 1995. Before assuming his position at USEUCOM, he was Assistant Deputy Chief of Staff for plans and operations, USAF/HQ, Washington, D.C., and Commander of the Air University at Maxwell Air Force Base. From July 1998 to June 2001 he was Executive Director, U.S. Commission on National Security/21st Century (Hart-Rudman Commission).

Admiral Archie R. Clemens, USN (Ret.)

Admiral Archie R. Clemens served as the Commander in Chief of the U.S. Pacific Fleet from 1996 until his retirement in 1999. Previously, he was Commander, Pacific Fleet Training Command in San Diego, California and Commander, Seventh Fleet, headquartered in Yokosuka, Japan.

Lt. General John B. Conaway, USAF (Ret.)

Lt. General John B. Conaway served as the Chief of the National Guard Bureau from 1990 until his retirement in 1993. In 1981, he became Director of the Air National Guard. He was reappointed Director in April 1985 and then became Vice Chief in July 1988.

Lt. General John "Jack" Costello, USA (Ret.)

Lt. General John Costello was the Commanding General of the U.S. Army Space and Missile Defense Command/U.S. Army Space Command from 1998-2001 when he ended his 32-year career in the U.S. Army. Prior to that, he was the Commanding General of the U.S. Army Air Defense Artillery Center. He served at entry level, from platoon to major command and as an advisor in Vietnam.

Admiral Walter F. Doran, USN (Ret.)

Admiral Walter F. Doran commanded the United States Pacific Fleet from 2002 – 2005. Before commanding the Pacific Fleet, Admiral Doran served as Assistant to the Chairman of the Joint Chiefs of Staff as well as Commander of the U.S. Seventh Fleet, based in Japan. He also served as the Deputy Commander of the U.S. Southern Command.

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BIOGRAPHIES

General Ralph E. Eberhart, USAF (Ret.)

General Ralph E. Eberhart served as the Commander of the North American Aerospace Defense Command, as well as Commander, U.S. Northern Command from 2002 until his retirement in 2004. He previously served as the Commander in Chief of the U.S. Space Command, Commander of the Air Force Space Command, Commander Air Combat and as Vice Chief of Staff of the U.S. Air Force.

Admiral Leon A. Edney, USN (Ret.)

Admiral Leon A. Edney served as the Supreme Allied Commander in the Atlantic as well as the Commander in Chief of the U.S. Atlantic Command from 1990 – 1992. He previously served as the Vice Chief of Naval Operations from 1988 – 1990.

Admiral James O. Ellis, Jr., USN (Ret.)

Admiral James O. Ellis, Jr. completed a distinguished 39-year Navy career in 2004 as Commander of the United States Strategic Command. Previously, he served as Commander in Chief, U.S. Naval Forces, Europe and Commander in Chief, Allied Forces, Southern Europe during a time of historic NATO expansion and led United States and NATO forces in combat and humanitarian operations during the 1999 Kosovo crisis. Admiral Ellis is a graduate of the U.S. Naval Academy.

Admiral Thomas B. Fargo, USN (Ret.)

Admiral Thomas B. Fargo served as Commander of the United States Pacific Command from 2002 to 2005. He previously served as Director of Operations for the United States Atlantic Command during the Haiti intervention, Commander of the United States Fifth Fleet in Manama, Bahrain and Commander in Chief of the United States Pacific Fleet.

General John R. Galvin, USA (Ret.)

General John R. Galvin served as NATO's Supreme Allied Commander in Europe, as well as the Commander in Chief of the U.S. European Command from 1987 – 1992. He previously was the Commander in Chief of the U.S. Southern Command. Following his retirement from the Army, he served as Dean of the Fletcher School of Law and Diplomacy at Tufts University and as a member of the U.S. Commission on National Security/21st Century.

General Michael W. Hagee, USMC (Ret.)

General Michael W. Hagee was the 33rd Commandant of the United States Marine Corps where he served from 2003 – 2006. A graduate with distinction from the U.S. Naval Academy, Hagee held numerous command and staff assignments before retiring from the Marine Corps in January, 2007.

General Richard E. Hawley, USAF (Ret.)

General Richard E. Hawley served as the Commander of the Air Combat Command from 1996 – 1999. Previously, he served as the Commander in Chief of the U.S. Air Forces in Europe and the Commander of the Allied Air Forces in central Europe from 1995 – 1996.

Admiral Ronald J. Hays, USN (Ret.)

Admiral Ronald J. Hays served as the Commander in Chief of the U.S. Pacific Command until his retirement. He was selected as Commander in Chief, U.S. Naval Forces Europe in 1980 and served as the Vice Chief of Naval Operations from 1983-1985.

General Richard D. Hearney, USMC (Ret.)

General Richard D. Hearney served as Assistant Commandant of the Marine Corps from 1994 – 1996. His staff tours included Deputy Director, J-3 at the U.S. European Command as well as the Deputy Chiefs of Staff for Requirements and Programs, and Aviation at Headquarters Marine Corps in Washington, D.C.

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BIOGRAPHIES

General James T. Hill, USA (Ret.)

General James T. Hill commanded the United States Southern Command from 2002 until his retirement in 2004. He previously served as Commanding General, 25th Infantry Division (Light) beginning in June 1997, a position he held until he was named Commanding General, I Corps and Fort Lewis, in September 1999. He was also a Base Realignment and Closure Commissioner for 2005, a Presidential Appointment.

Admiral James R. Hogg, USN (Ret.)

Admiral James R. Hogg served as the U.S. Military Representative to the NATO Military Committee from 1988 – 1991. Previously, he served as Commander of the United States Seventh Fleet. A graduate of the U.S. Naval Academy, he served for 35 years before his retirement. He is currently the Director of the Chief of Naval Operations' Strategic Studies Group.

General James L. Jamerson, USAF (Ret.)

General James L. Jamerson served as the Deputy Commander in Chief of the U.S. European Command from 1995 until his retirement in 1998. Previously, he served as the Commander, U.S. Air Forces in Europe and as the Commander of Allied Air Forces Central Europe.

Admiral Gregory G. Johnson, USN (Ret.)

Admiral Johnson assumed duties as Commander, U.S. Naval Forces Europe and Commander in Chief, Allied Forces Southern Europe in 2001. His prior assignment was as Commander, United States Sixth Fleet and Naval Striking and Support Forces Southern Europe. Previously, he served as the Senior Military Assistant to the Secretary of Defense. He retired in December, 2004.

Admiral Jerome L. Johnson, USN (Ret.)

Admiral Jerry Johnson served as the Vice Chief of Naval Operations before retiring in 1992. He was the longest-serving active duty naval aviator. Previously, Admiral Johnson served as the Director for Strategy, Plans, and Policy, and of General Planning Programming; and Director of Program Appraisal for the Secretary of the Navy.

General James L. Jones, USMC (Ret.)

General James L. Jones served as the Supreme Allied Commander, Europe and Commander of the United States European Command until December 2006. From 1999 to 2003, he was the 32nd Commandant of the Marine Corps. General Jones retired from active duty in the U.S. Marine Corps on February 1, 2007, after more than 40 years of service.

General John P. Jumper, USAF (Ret.)

General John P. Jumper served as Chief of Staff for the Air Force from 2001 – 2005. Previously, he was the Commander of the Air Combat Command. He also served as the Commander in Chief of the U.S. Air Forces in Europe, Commander of the Allied Air Forces in Central Europe and the Senior Military Assistant for Secretary of Defense Dick Cheney and Les Aspin.

General Paul J. Kern, USA (Ret.)

General Paul J. Kern retired from his position as the Commanding General, Army Materiel Command in 2004. Previously he was the Senior Advisor for Army Research, Development and Acquisition until 2001. General Kern also commanded the 4th Infantry Division.

General William F. "Buck" Kernan, USA (Ret.)

General William F. "Buck" Kernan served as the Commander in Chief of the United States Joint Forces Command and Supreme Allied Commander of the Atlantic. General Kernan commanded the 101st Airborne Division from 1996 until 1998 and assumed command of the XVIII Airborne Corps in March 1998.

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BIOGRAPHIES

Vice Admiral Stephen F. Loftus, USN (Ret.)

Vice Admiral Loftus culminated a thirty-five year career in the United States Navy as the Deputy Chief of Naval Operations for Logistics. Admiral Loftus also served as Director of the Department of the Navy's Office of the Budget, and later as the senior uniformed advisor on the personal staff of the Secretary of the Navy.

General John Michael Loh, USAF (Ret.)

General John M. Loh served as Commander of the Air Combat Command until his retirement in 1995. Previously, he served as Commander of the Tactical Air Command. General Loh was the Vice Chief of Staff for the U.S. Air Force before assuming command of the Tactical Air Command.

Admiral T. Joseph "Joe" Lopez, USN (Ret.)

Admiral Joe Lopez served as the Commander in Chief of the U.S. Naval Forces in Europe and as the Commander in Chief of the Allied Forces Southern Europe from 1996-1998. In 1996 he commanded the NATO implementation Forces (IFOR) in Bosnia. Admiral Lopez commanded the United State's Sixth Fleet in 1992-1994.

Admiral James M. Loy, USCG (Ret.)

Admiral James M. Loy was the Deputy Secretary of the Department of Homeland Security from 2003-2005 and the Administrator of the Transportation Security Administration from 2002-2003. He retired from the Coast Guard as its Commandant on May 30, 2002. Prior to his service as Commandant, Admiral Loy served as the Coast Guard Chief of Staff from 1996 – 1998. From 1994 – 1996 he was Commander of the Coast Guard's Atlantic Area.

Lt. General Paul T. Mikolashek, USA (Ret.)

Lt. General Paul T. Mikolashek served as the Coalition Forces Land Component Commander and Commanding General of the Third Army during operations in Afghanistan from 2000 – 2002; and the Commanding General of the Southern European Task Force (Airborne) from 1998 – 2000. His final assignment was The Inspector General, U.S. Army.

Admiral Robert J. Natter, USN (Ret.)

Prior to his retirement in 2003, Admiral Robert J. Natter served as the Commander, U.S. Atlantic Fleet/Fleet Forces Command. A distinguished graduate of the U.S. Naval War College, his service included ship commands and a Naval Special Warfare Detachment in Vietnam. He also commanded the U.S. Seventh Fleet in Asia.

Lt. General Gregory S. Newbold, USMC (Ret.)

At the time of his retirement, Lt. General Gregory S. Newbold served as the Director for Operations, The Joint Staff. Lt. General Newbold commanded the 15th Marine Expeditionary Unit, which was in the vanguard of the U.S. commitment for Operation RESTORE HOPE in Somalia. He also served as Commanding General, First Marine Division.

Admiral Donald L. Pilling, USN (Ret.)

Admiral Donald L. Pilling served as the Vice Chief of Naval Operations from 1997 until his retirement in 2000. Previously, he served as Deputy Chief of Naval Operations, Resources, Warfare Requirements and Assessments. Before this, he was the Director for Programming on the staff of the Chief of Naval Operations.

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Admiral Joseph W. Prueher, USN (Ret.)

Admiral Joseph W. Prueher served as Ambassador to the People's Republic of China from 1999 to 2001. He was the United States Navy Admiral and Commander in Chief of the U.S. Pacific Command from 1996 – 1999 and Vice Chief of Naval Operations from 1995 – 1996. Previously, Admiral Prueher served as Commandant of Midshipmen of the U.S. Naval Academy, Commander of Carrier Battle Group One based in San Diego and Commander of the U.S. Sixth Fleet and NATO Striking Forces.

Lt. General Harry D. Raduege, Jr., USAF (Ret.)

Before his retirement in 2005, Lt. General Harry D. Raduege, Jr. served as Director of the Defense Information Systems Agency; Commander of the Joint Task Force, Global Network Operations and the Deputy Commander for Global Network Operations and Defense for U.S. Strategic Command Joint Forces Headquarters, Information Operations. Previously, he served as Manager of the National Communications System.

Vice Admiral Norman W. Ray, USN (Ret.)

Vice Admiral Norman W. Ray served as the Deputy Chairman of the NATO Military Committee from 1992 until his retirement in 1995. Previously, Admiral Ray served as the NATO Assistant Secretary General for Defense Support.

General Robert W. RisCassi, USA (Ret.)

General Robert W. RisCassi served as Commander in Chief of the United Nations Command, as well as the Commander in Chief of the Republic of Korea/U.S. Combined Forces Command from 1992 – 1993. Previously, he served as Commanding General to the Eighth United States Army and as Vice Chief of Staff of the United States Army.

General Peter J. Schoomaker, USA (Ret.)

After a short retirement, General Peter J. Schoomaker returned to active duty and became Chief of Staff of the United States Army in 2003. He previously served as the Commander in Chief, U.S. Special Operations Command from 1997 – 2000. In 1996, he commanded the United States Army Special Operations Command at Fort Bragg.

General Henry H. Shelton, USA (Ret.)

General Henry H. Shelton served as Chairman of the Joint Chiefs of Staff from 1997 – 2001. Before serving as Chair of the Joint Chiefs, he held the position of Commander in Chief for the U.S. Special Operations Command from 1996 – 1997. General Shelton led the Joint Task Force responsible for Operation Uphold Democracy in Haiti in 1994. He retired from the Army in 2001. He has been awarded the Congressional Gold Medal and Knighted by Queen Elizabeth II.

General Eric K. Shinseki, USA (Ret.)

General Eric Shinseki served as the 34th Chief of Staff, United States Army. Prior to that, he served as Army Vice Chief of Staff (1998-1999). His last operational assignment, prior to returning to Washington, was to serve simultaneously as Commander, U.S. Army, Europe; Commander, Allied Land Forces, Central Europe; and Commander, Peace Stabilization Force, Bosnia-Herzegovina (1997-1998).

Admiral Leighton W. Smith, Jr., USN (Ret.) – *Co-Chair, National Security Advisory Council*

Leighton W. Smith, Jr. is a retired four-star admiral in the United States Navy. In 1994, he became the Commander in Chief of U.S. Naval Forces Europe and Allied Forces Southern Europe. The following year, he took on command of the NATO-led Implementation Force (IFOR) in Bosnia. He held all three positions until his retirement in 1996.

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BIOGRAPHIES

Admiral William D. Smith, USN (Ret.)

Before his retirement in 1993, Admiral William D. Smith served as the United States Military Representative to the NATO Military Committee in Brussels, Belgium.

General Carl W. Stiner, USA (Ret.)

General Carl W. Stiner served as the Commander in Chief of the United States Special Operations Command until his retirement in 1993. Previously, as the Commanding General of the XVIII Airborne Corps, he was designated Commander of the Joint Task Force South and served as the operational commander of all forces employed on Operation Just Cause in Panama in December 1989.

General Gordon R. Sullivan, USA (Ret.)

General Gordon R. Sullivan culminated his service in uniform as the 32nd Chief of Staff of the Army and as a member of the Joint Chiefs. During a distinguished Army career, General Sullivan also served as Vice Chief of Staff and as the Deputy Chief of Staff for Operations and Plans.

Admiral Carlisle A. Trost, USN (Ret.)

At the time of his retirement in 1990, Admiral Carlisle A. Trost served as the Chief of Naval Operations. He previously served as the Commander in Chief of the U.S. Atlantic Fleet and the Deputy Commander in Chief of the U.S. Atlantic Command.

General Charles F. “Chuck” Wald, USAF (Ret.)

General Charles F. “Chuck” Wald was the Deputy Commander of United States European Command from 2002 – 2006. General Wald commanded the 31st Fighter Wing at Aviano Air Base, Italy and the 9th Air Force and U.S. Central Command Air Forces. Prior to assuming the Deputy Commander position, he was Deputy Chief of Staff for Air and Space Operations at the Pentagon.

General Charles E. Wilhelm, USMC (Ret.)

General Charles E. Wilhelm served as Commander of the U.S. Southern Command from 1997 until his retirement from the Marine Corps in 2000. Following two combat tours of duty in Vietnam, he later served as Commanding General of the 1st Marine Division and as a Deputy Assistant Secretary of Defense.

General Michael J. Williams, USMC (Ret.)

General Michael Williams served as Assistant Commandant of the Marine Corps from 2000 until his retirement in 2002. Previously, General Williams served as the Deputy Chief of Staff for Programs and Resources at Marine Corps headquarters.

General Anthony C. Zinni, USMC (Ret.) – *Co-Chair, National Security Advisory Council*

General Anthony C. Zinni is the former Commander in Chief of U.S. Central Command, where he served from 1997 – 2000. He previously served as the Commanding General, 1st Marine Expeditionary Force. In 2002, General Zinni was selected to be a special envoy for the United States to Israel and the Palestinian Authority. While serving in this position, he was also an instructor in the Department of International Studies at the Virginia Military Institute.