


<p style="text-align: center;">BIOGRAPHY</p> <p style="text-align: center;">MR RICHARD J. DOUGLAS</p> <p style="text-align: center;">SENIOR ADVISER FOR SENSITIVE ACTIVITIES PRINCIPAL DEPUTY UNDERSECRETARY OF DEFENSE IMMEDIATE OFFICE</p>	<p style="text-align: center;">PHOTOGRAPH</p> 
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CURRENT ASSIGNMENTS:

Senior Adviser for Sensitive Activities.

PAST EXPERIENCES:

Joined the Navy in 1974 at age 17. Served most of a five-year enlistment as a machinist's mate on attack submarine USS SILVERSIDES. Commissioned in the Naval Reserve in 1992. Reserve Lieutenant Commander (Intelligence) drilling at the National Military Joint Intelligence Center in the Pentagon.

Worked in the Senate from 2000 to 2005. General Counsel at the Intelligence Committee for Sen. Pat Roberts and Chief Counsel at the Foreign Relations Committee for Sen. Jesse Helms. Contributed to drafting and Senate passage of the American Servicemembers Protection Act. Extensive experience with intelligence and foreign affairs oversight, Executive nominations, Senate treaty procedures, legislative drafting, and congressional rules.

Prior to Senate employment, worked as a Justice Department lawyer. Managed extradition and judicial assistance with Spain and Mexico. Served for eight years as a U.S. Foreign Service officer, with postings in Mexico, Spain, and the U.S. Mission to the OAS.

Practiced law privately for nearly five years. Also served as a Pan American Health Organization legal officer and staff counsel at the National Association of Stevedores.

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EDUCATION:

University of South Florida (BA); American University's Washington College of Law (JD) and School of International Service (MA in Law and International Relations).

PRIVACY ACT STATEMENT

AUTHORITY: 10 U.S.C. 131

PRINCIPAL PURPOSE: To provide the Secretary, Deputy Secretary of Defense, the Executive Secretariat and the Principal Staff Assistants (PSA) with immediate access to biographical information on the OSD Staff personnel for purposes of facilitating interaction and communication in the exercise and discharge of assigned responsibilities and duties. The PSAs will only have access to those biographies for personnel who are employed, assigned or detailed to their perspective offices.

Richard James Douglas

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- **LEGISLATIVE BRANCH EXPERIENCE – United States Senate**

General Counsel, Senate Select Committee on Intelligence, Chairman Pat Roberts (3/03-1/05). Advised Republican and Democratic members/staff. Staff responsibility for intelligence authorizing legislation.

Foreign Policy Counsel, Republican Policy Committee, Chairman Jon Kyl (1/03-3/03). Authored major policy papers on Iraq, North Korea, treaties, and other topics.

Republican Chief Counsel, Committee on Foreign Relations, Chairman Jesse Helms (5/00-1/03). Staff responsibility for treaties (e.g., Law of the Sea, extradition/MLATs, Kyoto Protocol, and Rome Statute), nominations, annual authorizing and other legislation (e.g., the American Service Members Protection Act). Advised on terrorism, counter-narcotics, intelligence, immigration, federal/state/foreign law, and Senate procedure. Worked with all Senate committees, the White House, Executive Branch principals, and senior foreign officials. Participant, 2002 European Union Visitors Program (Justice/Home Affairs).

- **U.S. EXECUTIVE BRANCH AND UNITED NATIONS SYSTEM EXPERIENCE**

Department of Defense (4/05-Present): Special Adviser to the Undersecretary of Defense (Policy) on intelligence matters (Senior Executive Service).

Department of Justice, Trial Attorney, Criminal Division, Office of International Affairs (9/98-5/00).

Managed extradition and judicial cooperation by treaty with Spain, Mexico, Switzerland, and other governments.

Hourly contact with foreign and U.S. prosecutors, judges, police and diplomats. Notable casework: **Matter of Aldasoro** (extradition of ETA terrorist, Spain); **Matter of Pinochet** (Spanish MLAT request). Litigation support to U.S. Attorney Offices nationwide. Interpreted Spanish for Attorney General.

Department of State (Foreign Service) (1/86-2/94). Alternate U.S. Representative to the Organization of American States. Political/judicial affairs. Built interagency/ foreign support for U.S. goals at OAS General Assemblies in 1991, 1992 and 1993. Negotiated multilateral treaties. Superior Honor Award. **Principal Officer (Acting) and Vice Consul**. Bilbao, Spain. Managed Basque terrorism and political reporting, non-immigrant visas, and resources/personnel. Meritorious Honor Award. **Vice Consul**, Madrid, Spain, and Ciudad Juarez, Mexico.

Pan American Health Organization/World Health Organization Legal Officer (7/98-9/98). Advised PAHO General Counsel on the International Organizations Immunities Act, U.S. privileges and immunities of PAHO and its international staff, and litigation at the International Labor Organization Administrative Tribunal.

- **MILITARY SERVICE**

Naval Reserve: Lt. Commander (Naval Intelligence) and drilling reservist. Mobilized post-9/11 for Operation Noble Eagle 10/01-3/02 at **National Military Joint Intelligence Center**. **U.S. Navy (Active)**: Enlisted in 9/74. Served as Machinist's Mate 2nd on submarine USS SILVERSIDES (SSN-679). Honorably discharged 12/79.

- **PRIVATE LEGAL EXPERIENCE**

Attorney at Law: Between 2/94-7/98 established, managed and marketed solo practice (with nationwide clientele) of immigration/citizenship, family, international, and other areas of law. Significant *pro bono* activity. Lectured at area law schools. Consular and visa practice mentor for foreign embassies. Authored articles on criminal procedure, maritime matters and visa procedures. 1985: Staff Counsel, National Association of Stevedores. Monitored maritime developments in Congress, the Maritime Administration, Federal Maritime Commission, Coast Guard, EPA, and other regulators of ports, longshore labor, and intermodal transportation.

- **PERSONAL**

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RAYMOND F. DuBOIS, JR.

EDUCATION

A.B., Princeton University
Columbia University, Graduate Studies in Business Economics and Public Policy
Georgetown University, Institute on Comparative Political and Economic Systems

PROFESSIONAL EXPERIENCE

Ray DuBois is President of Potomac Strategies International LLC, a firm specializing in designing, developing and implementing domestic and international marketing strategies, as well as providing management and financial support for high technology companies. His focus is primarily on behalf of enterprises in the aerospace, defense electronics, telecommunications and telemedicine industries, helping clients to match their capabilities with opportunities to capture new business.

Mr. DuBois has more than twenty years experience in developing and managing successful global marketing programs for both commercial and governmental markets especially in the NATO countries, Korea, Japan, Philippines, Vietnam, Israel, Mexico and the member states of the Gulf Cooperation Council in the Middle East. His expertise has been sought by both small and large high technology clients based in U.S. as well as overseas.

From 1990 to 1995, Mr. DuBois was with the Digital Equipment Corporation as the Worldwide Marketing Director for the Defense Industries Group; prior to that he was the Director of Strategic Plans and Policies of the Aerospace, Defense Electronics and Government Group. In these positions, he directed the functions of market, systems and major program development to include market research and analysis, strategic planning and budgeting, policies and initiatives and marketing communications. In addition, he was responsible for crafting U.S. legislative and regulatory responses in favor of Digital's procurement and high technology initiatives as well as being responsible for the corporation's relationships with Washington based news media and industrial and investment analysts.

From 1987 to 1990, Mr. DuBois was the Director of Government Affairs for the National Education Corporation (NEC), where he managed corporate activities with the White House and all Departments and Agencies of the Executive Branch as well as both houses of Congress. In addition, he served as the Managing Director of the Federal Systems Division of Applied Learning International, NEC's largest subsidiary and the world's leading computer-based training company.

Mr. DuBois has served as the Deputy Under Secretary of the Army, where he was awarded the Department of the Army Distinguished Civilian Service Medal, and as a Staff Assistant to the Secretary and Deputy Secretary of Defense. In addition, he has held a variety of management, marketing and consulting positions in the private sector in the United States, as well as Brussels, London and Mexico City. From 1982 to 1988 he was a member of the Department of State Advisory Committee on International Investment, Technology and Development. He is currently serving as Chairman of the Planning Committee of the Corporate Advisory Council for the Communication, Culture, and Technology Program at Georgetown University.

Mr. DuBois served in the U.S. Army from 1967 to 1969, with his principal duty assignment as the Combat Intelligence Operations Sergeant, Task Force South, RVN where he was awarded the Army Commendation Medal.

RAIG W. DUEHRING

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OBJECTIVE

Assistant Secretary of Defense for Reserve Affairs.

EMPLOYMENT

EXECUTIVE DIRECTOR <i>Patrick Henry Center</i>	1999 - 2000 <i>Fairfax, VA</i>
ENDORSED REPUBLICAN CANDIDATE <i>U. S. House of Representatives</i>	1997 - 1998 <i>Minnesota 2nd Congressional District</i>
U. S. AIR ATTACHE TO THE REPUBLIC OF INDONESIA <i>Defense Intelligence Agency</i>	1992-1996 <i>Jakarta, Indonesia</i>

EDUCATION

MASTER OF SCIENCE, COUNSELING AND GUIDANCE <i>Troy State University</i>	1973 - 1975 <i>Troy, AL</i>
BACHELOR OF SCIENCE, HISTORY AND SOCIOLOGY <i>Minnesota State University at Mankato</i>	1963 - 1967 <i>Mankato, MN</i>
PROFESSIONAL EDUCATION	
• <i>Foreign Service Institute</i>	<i>Washington, DC</i>
• <i>National Defense University</i>	<i>Washington, DC</i>
• <i>Air Command and Staff College</i>	<i>Maxwell AFB, AL</i>

EXPERIENCE

- Ran all facets of daily operations for a national non-profit organization.
- Presently, Vice President, Duehring Enterprises, Inc.
- Ran only Minnesota challenger congressional race fully funded by NRCC.
- Worked alone and at the head of delegations in negotiations with civilian and military leaders of the Indonesian, German and Spanish governments.
- Senior military high-technology representative in Indonesia. Successfully negotiated contracts on behalf of American companies.
- Coordinated regularly with Departments of Defense, State, Commerce, Agriculture and the Export-Import Bank in commercial and political negotiations.
- Emissary to suppressed religious leaders in a Communist country as well as to resistance leaders in East Timor, Indonesia.
- Served overseas for 17 years in 6 different countries; 8 locations. Spent 13 years in NATO.
- Commanded or held senior positions in a succession of large defense organizations.
- Former fighter pilot; decorated combat pilot in Vietnam War (800+ missions).
- Held many security clearances and completed a DIA polygraph.
- Selected as the top senior leader, worldwide, in the USAF in 1988 (Sijan Award).
- Studied Indonesian and German; familiar with Spanish to a lesser degree.
- Devoted 500+ hours of voluntary service in Bush/Cheney campaign in northern Virginia.
- Founder of "Veterans for (VA Sen.) Allen"; member Virginia Veterans for Bush

CROGG W. DUEHRING, Col, USAF (Ret)**BACKGROUND**

Jan 2001 – Present	DoD Transition Team	Member
Nov 2000 – Jan 2001	Bush-Cheney Transition Team	Member
Aug 2000 – Nov 2000	NOVA Victory 2000	Activities Coordinator
Jan 1999 – Present	Duehring Enterprises Inc.	Vice President
Nov 1999 – Jul 2000	Patrick Henry Center	Executive Director
Nov 1996 – Nov 1998	Minnesota – 02	Endorsed Republican Candidate For U.S. House of Representatives
Jul 1993 – Feb 1996	U.S. Embassy, Jakarta, ID	United States Air Attache
Apr 1992 – Jul 1993	DIA/Foreign Service Inst.	Student
Mar 1990 – Apr 1992	Zaragoza AB, Spain	Deputy Commander for Operations Vice Wing Commander
Aug 1986 – Dec 1989	Norvenich AB, Germany	American Community Commander
Aug 1984 – Aug 1986	RAF Bentwaters, UK	Chief, Wing Training, A-10 Pilot
Aug 1981 – Aug 1984	HQ USAF Europe	Assistant Division Chief, Tactical Fighter Operations
Jul 1980 – Jul 1981	Air Command & Staff College	Student
Nov 1978 – Jul 1980	RAF Bentwaters, UK	Flight Commander, A-10
Jul 1975 – Apr 1978	Langley AFB, Virginia	Fuels Officer (Supply)
Jul 1971 – Jul 1975	Craig AFB, Alabama	Flight Commander, Basic Jet Training
Apr 1970 – Mar 1971	Laos	Raven Forward Air Controller
Aug 1969 – Apr 1970	South Vietnam	Forward Air Controller
Apr 1968 – Apr 1969	Craig AFB, Alabama	Flight Training
Sep 1963 – Dec 1967	Minnesota State University	Student

Regina E. Dugan, PhD

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Proven leader with ... track record of building bold goals for technological change and inspiring outstanding teams to excellence in execution.
... demonstrated ability to conceptualize present and future National Security challenges and to see around corners to new solutions.
... experience in government and private sector environments from initial resourcing through product development to global sales & marketing.
... the communication skills required to build financial, programmatic, and political support.

Core expertise: Counterterrorism, particularly defense against explosives threats. Field experienced in Bosnia and Africa during post-conflict humanitarian demining efforts. Integration/interdependencies of Defense, Homeland Security, private sector, and globally available commercial technologies on National Security objectives. Diversity challenges in science and engineering.

Honors & awards (government and private sector)

DARPA Program Manager of the Year, 1999
Bronze deFleury Medal recipient, the most prestigious award of the Army Engineer Regiment, 2000 (see citation)
Office of the Secretary of Defense Awards for Service and Achievement, 2000
Lead product and corporate leadership/vision selected by Frost & Sullivan for Product Differentiation Award (2008, RedX)
Popular Science, Best of What's New (2008, RedX)

Technology vision and strategic communication

Experienced international public speaker with articles, interviews, and/or full programs in *Science*, *The New York Times Science Times*, *The New York Times Circuits*, *Forbes*, *The Wall Street Journal*, *The Discovery Channel*, *National Public Radio*, *the AAAS Science Report*. Recent products featured on *CSI: Miami*, *Discovery Channel's 'Extreme Engineering'*, and in *A&S International*, *Security Management*, *Chemical Technology*, *The Future of Things*, *Scientific American*, *MIT's Technology Review*.

Senior advisory panels and National Security studies:

Led DARPA Task Force for Deputy Secretary of Defense on **Combating Terrorism** (1996)
Led DARPA Task Force for Deputy Secretary of Defense on **Alternatives to Anti Personnel Landmines** (1998)
Special Advisor/Task Force Chair for Vice Chief of Staff of the Army (General Jack Keane), **New Countermine Strategy for Enduring Freedom** (2001– 2003). Provided first key recommendations for use of armored vehicles in asymmetric battles such as Iraq.
DSB Executive Secretary for **DoD Responses to Transnational Threats** (1997).
Study Member/Technology Panel Co-Chair for DSB Summer Study, **Defense Science and Technology** (2002).
Study Member/Steering Group for DSB Summer Study, **Reducing Vulnerabilities to Weapons of Mass Destruction** (2007).
Current member of the **Defense Threat Reduction Agency S&T Advisory Panel** and the **Naval Research Advisory Committee** (NRAC).
Participant or study sponsor for additional efforts including ASB and JASONS studies.

Internationally focused: Knowledgeable about core concerns in Africa, particularly, and in other developing countries. RedX has representation in over 20 countries.

Business and investment. Roles as CEO of RedX and Dugan Ventures provide insight necessary to lead various S&T efforts to revitalize economic and defense competitiveness through technological innovation. This includes challenges in system engineering, the influence of execution speed on small business innovation, and the importance of private equity investment on product development, sales/marketing, and success in technology transition.

Regina E. Dugan, PhD

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Experience:

President & CEO, RedXDefense, LLC (www.redXdefense.com) 2005 – Present
Founder of company. Led growth of company from initial technology licensing from University through complete product development, sales & marketing for hardware and software products. Suite of products focused on combating explosives threats in private, homeland security, and military environments domestically and abroad. Responsible for all financial, corporate, operational, legal, and research and development activities.

Managing Partner/CEO, Dugan Ventures, LLC 2001 – Present
Founder of company. Primary responsibility for identifying new opportunities, due diligence, and investment transactions. Served in senior executive positions in three companies with responsibilities ranging from the development of strategic business relationships, legal and financial matters, as well as the building of a direct sales, marketing, and distribution capability throughout the US, Europe, and Asia. Responsible for over \$25M in fundraising and business development activities.

DARPA Program Manager 1996 – 2000
Led a \$50M program focused on the development of an advanced, field portable system for detecting the explosive content of land mines. The “**Dog’s Nose Program**” was successful in the creation of several new products and in their follow-on transition to commercial and military customers. Participated in active mine clearance efforts in Mozambique and field tested equipment in both Africa and Bosnia.
Co-led the \$50M Distributed Robotics program, one of rare multi-office programs. Responsible for internal DARPA study on technology transition successes and challenges.

Research Staff Member, Institute for Defense Analyses 1993 – 1996
Lead or co-lead analyst on program topics ranging from Ballistic Missile Defense to Department of Defense BRAC issues. Led efforts to develop program at IDA to support environmental analyses for OSD.

Education:

California Institute of Technology, PhD in Mechanical Engineering, 1993
Summa Cum Laude

Virginia Tech, BS and MS in Mechanical Engineering, 1984, 1985
Summa Cum Laude

Other: Co-author of *Engineering Thermodynamics*, 1996. Inventor or co-inventor on 13 patents issued or pending. Co-chair of the Organization for Women at Caltech 1992 – 93. Former helicopter pilot.

Political activities: One of first million supporters of Obama campaign (2008) and loyal supporter throughout. Participant in National Security Forum Fundraiser in Washington DC.

JAYMIE DURMAN

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SUMMARY: Proven executive with 25 Years experience in private equity, a private holding corporation, private law firm and the United States Navy. Experience includes operational and financial management, strategic planning, budgeting, legal, human resources, logistics management, major asset and real estate transactions, mergers and acquisitions and information technology.

EXPERIENCE:

Present RADIUS CAPITAL PARTNERS, LLC MARBLEHEAD, MA

PRINCIPAL

Responsible for identifying, analyzing, due diligence and structuring strategic mergers and acquisitions and buyouts primarily in the areas of telecommunications and information technology. Lead role in raising financing for acquisitions.

1992 - 2000 MACANDREWS & FORBES HOLDINGS INC. NEW YORK, NY

1995 - Present SENIOR VICE PRESIDENT AND SPECIAL COUNSEL AND CHIEF OF STAFF TO THE CHAIRMAN

1992 - 1995 VICE PRESIDENT AND CHIEF OF STAFF TO THE CHAIRMAN

Macandrews & Forbes Holdings Inc. is a closely held company which has had controlling interests in Revlon, Sunbeam, Coleman, First Alert, Golden State Bancorp., TheWeddingChannel.com, Marvel Entertainment New World Entertainment, Meridian Sports, Consolidated Cigar, Macandrews & Forbes Worldwide, as well as a variety of technology related investments. Macandrews controlled entities with revenues of \$8 billion with 20,000 employees.

Chief of Staff and Operating and Administrative Officer with responsibilities in key areas:

1. **Chief of Staff to the Chairman:** Provided counsel to the Chairman and acted as an interface for all matters involving the Chairman. Oversight and management of the Corporate Staff. Traveled with the Chairman on all trips.
2. **Legal:** Responsible for general business legal issues including negotiation of aircraft purchase and sales agreements, negotiation of yacht purchase agreements incorporating multi-national issues. Duties also included negotiation of construction contracts and product-endorsement contracts. Involved in all aspects of employment law and negotiation of musical artist contracts.
3. **Budgeting:** Developed operational budgets for the enterprise. Established audit and review procedures and cost control mechanisms. Reviewed and updated budgets on a monthly basis.

4. **Human Resources:** Led and managed corporate staffs of 175, handling all personnel matters, including recruiting, employment, counseling and termination. Coordinated HR plans with operating companies.
5. **Security:** Responsible for managing corporate security services worldwide. Includes extensive global travel and interfacing with local law enforcement and security services throughout the world. Developed comprehensive facilities, security surveys and implemented appropriate security programs based upon those surveys. Also conduct personnel threat surveys and implemented programs to incorporate the recommendations.
6. **Real Estate and Major Asset Transactions and Logistics:** Leadership position with responsibility for identifying, analyzing and structuring commercial real estate transactions and major asset purchases including corporate facilities worldwide and aircraft hangars. Led multi-national negotiations to purchase and build a yacht. Identified, structured and led the purchase, sales and leases of aircraft and vehicles. Negotiated with airlines, car rental companies and hotels to provide highest level of service to employees at significantly reduced costs. Supervised multi-million dollar negotiations with several telecommunications companies. Supervised construction and renovation of projects of approximately \$150 million. Managed seven corporate aircraft, 200-foot yacht and large corporate vehicle fleet.
7. **Internet:** Evaluating Internet investments including recommendations on acquisition activities. Developing guidelines for strategic partnerships with content providers, technology companies and customer service providers.

1996-Present Director, M&F Worldwide Corp (NYSE: MPW)

1-1992

MARKS & MURASE
ATTORNEY

NEW YORK, NY

Engaged in general business matters with a specialization in corporate combinations and intellectual property. Extensive experience negotiating with Japanese corporate officers.

MILITARY EXPERIENCE

1971-1990

UNITED STATES NAVY

1-1980

S-3 Viking Flight Officer (carrier based)

1980-1982

Office of the Chairman of the Joint Chiefs of Staff involved in arms control negotiations

1-1982

Aide to President Ronald Reagan

1-1983

Operations Analyst, Staff of the Chief of Naval Operations reviewing major weapons acquisition programs and plans

1-1986

Aide to the Chief of Naval Operations

1-1990

Military Assistant to the Director Net Assessment, Office of the Secretary of Defense involved in strategic planning and creating net assessments of US and Russian abilities to project power worldwide

EDUCATION

1989 GEORGETOWN UNIVERSITY JD
1983 GEORGETOWN UNIVERSITY MA
1977 UNITED STATES NAVY FLIGHT SCHOOL
1975 UNITED STATES NAVAL ACADEMY BS

EXTERNAL ACTIVITIES

- Admitted to practice law in New York, New Jersey, Pennsylvania and Washington, D.C.
- Consultant, U.S. Department of Defense (1990- present)
- Brookings Institution Foreign Policy Advisory Board (1998 - present)
- Business Executives for National Security (1990-present)
- Highlands Forum. Information Technology Planning Forum sponsored by the Department of Defense C3I

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Robert L. Earl

Biographical Sketch

Robert Earl currently serves as the Special Assistant to the Secretary of the Navy. He provides support, advice and counsel to the Secretary across a wide spectrum of defense issues, including the new National Security Personnel System (NSPS) and the administrative reviews of the status of enemy combatants detained by DoD at Guantanamo Bay, Cuba. Mr. Earl participates in the NSPS senior review group that is transforming the DoD civil service from a seniority-based system to a merit-based, pay-for-performance system. Other areas of responsibility include intelligence matters, the base closure process (BRAC), strategic planning, and transformational initiatives that affect the Quadrennial Defense Review, DoD business practices, shipbuilding, and the industrial base.

Mr. Earl formerly served as Special Assistant to the Deputy Secretary of the Department of Homeland Security, assisting the Deputy Secretary in integrating the elements of 22 government agencies that reported to the new Department on March 1, 2003.

Prior to returning to government service, Mr. Earl was in private industry as the Staff Vice President, Strategic Planning at General Dynamics. At GD's corporate headquarters he was responsible for the analysis of potential business acquisitions and mergers, as well as various planning activities or special projects directed by the CEO. He helped assess the U.S. chemical-biological defense market and the U.S. Homeland Security market, served in the corporate engineering department, coordinated defense industrial base sector studies, and drafted the corporation's "lessons learned" study on the Persian Gulf War.

Mr. Earl served for three years as the Deputy Director of the Industry Support Group, an *ad hoc* organization formed by the Aerospace Industries Association to coordinate industry positions on defense privatization, particularly on depot maintenance policy.

Before joining General Dynamics, Mr. Earl served as an infantry officer in the Marine Corps in a variety of command and staff positions in Virginia, California, North Carolina, Rhode Island, Washington, D.C., and overseas. In 1983 he commanded an infantry battalion that deployed from Hawaii aboard amphibious ships and reinforced the United States' component of the Multi-National Force in Lebanon.

In 1985 he served on the Vice President's Task Force on Combatting Terrorism, and subsequently served at the White House on the National Security Council staff, where he coordinated government actions against terrorism. From 1977 to 1980 he was the Assistant National Intelligence Officer for the Near East and South Asia at the Central Intelligence Agency. Mr. Earl also served in the Department of State, where he coordinated political-military issues in the office of East Asia, Regional Affairs.

Mr. Earl graduated from the U.S. Naval Academy with a B.S. in engineering. As a Rhodes Scholar, he received a B.A. and M.A. in Philosophy, Politics, and Economics from Oxford University, England. He also graduated with highest distinction from the Naval War College with an M.A. in National Security and Strategic Studies. He lives with his wife, Linda, and their two boys in Arlington, Virginia.

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EXPERIENCE

1999-2003. Director, Government Relations, TRW, Inc. Rosslyn, Virginia. (b)(6)

- Responsible for coordinating, integrating, and managing congressional activities for TRW's defense intelligence, and space programs.
- Provide direct congressional support to TRW's defense sector Presidents and CEOs.
- Annually develop and implement a congressional strategy designed to win support for TRW programs on Capitol Hill.
- Authored pamphlet entitled: How to Lobby Congress: A Workbook for Citizen Organizations.

1995 - 1999. Senior Policy Advisor and Legislative Director, Office of Senator Jon Kyl (R-AZ), U.S. Senate, Washington, DC (b)(6)

- Oversee development and implementation of Senator Kyl's legislative strategy in all areas.
- Manage activities of fifteen Legislative Assistants.
- Develop legislation in the areas of Defense, Foreign Affairs, NASA, Strategic Nuclear Issues and Intelligence.
- Represent Senator Kyl to other Senators and their staffs, policy groups, corporations, constituents, and Executive Branch officials.
- Manage general Senate floor debate and amendments.
- Author speeches and op-eds on behalf of Senator Kyl.

1991 - 1994, Legislative Director and Legislative Assistant, Office of Congressman Jon Kyl (R-AZ), U.S. House of Representatives, Washington, DC (b)(6)

- Developed legislation in areas of Defense, Intelligence, NASA, Strategic Nuclear Issues, and Foreign Affairs.
- Assigned legislative tasks and special projects to eight Legislative Assistants.
- Represented Congressman Kyl before corporations, state and local officials, military personnel, and constituents.

1991-1994, Republican Committee Staff Member, Department of Energy Nuclear Facilities Panel, Armed Services Committee, U.S. House of Representatives, Washington, DC

- Prepared DOE Panel for hearings, briefings, and meetings with officials on Nuclear Energy and Defense Nuclear Facilities.

1985-1991. Legislative Specialist. Office of Legislative Affairs, Department of Defense, Strategic Defense Initiative Organization (SDIO), The Pentagon, Washington, DC

- Represented SDIO before Senate and House Committees, National Security Council, U.S. Department of State, Arms Control and Disarmament Agency, and DoD agencies.
- GS 14

EDUCATION

1988. MA in National Security Studies, Georgetown University, Washington, DC.

ERIC FANNING

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EXPERIENCE

Commission on the Prevention of WMD Proliferation and Terrorism *Deputy Director*

Washington, DC
May, 2008 – Present

Deputy staff director to an independent Congressional commission, established as a follow-on to the work of the 9/11 Commission, and charged with assessing the nation's current activities, initiatives and programs aimed at preventing the proliferation of weapons of mass destruction and terrorism while providing a comprehensive strategy with concrete recommendations. Report is due to the President and Congress in November 2008.

- Hired staff of 30, with substantive expertise spread across counter-terrorism, non-proliferation/counter-proliferation, and intelligence analysis. Team includes detailed staffers from multiple federal agencies.
- Developed and implemented work plan for research, writing and editing of Commission report.
- Designed and oversaw all Commission meetings and hearings.
- Built and managed Commission budget. Forecasted to use less than half of \$2.7M Congressional appropriation.
- Managed teams responsible for interviewing more than 200 government officials, including cabinet secretaries, and non-governmental experts.,
- Selected and responsible for directing communications team and publisher.
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Communications Management Group (CMG) *Managing Director*

Washington, DC
May, 2007 – May, 2008

CMG provides strategic communication, public affairs, grass roots outreach, project management and event production services around the world. Clients included The Aspen Institute, The Defense Advanced Research Projects Agency (DARPA), Business Executives for National Security, Democracy Alliance, the Center for a New American Security, the Markle Foundation and the World Wildlife Fund.

Business Executives for National Security (BENS) *Senior Vice President for Strategic Development* *Washington Regional Director*

Washington, DC
December, 2001 – May, 2007
March, 2001 – December, 2001

National, nonpartisan, nonprofit organization comprised of Fortune 500 CEOs and other senior executives, who work with top decision-makers in the Administration, Congress, the Pentagon and the Intelligence community to apply best private sector business practices to American national security issues.

- Responsible for all aspects of international policy and programs. Director of foreign trips – including planning; attending; briefings to Congress, senior military leaders and civilian appointees; written reports; and all substantive follow-up. Visited more than 20 countries for BENS (often repeatedly), including multiple trips to Iraq and Afghanistan. Extensive working relationship with many unified military commands, particularly CENTCOM and EUCOM.
- Directed strategic development operation, currently comprised of six regional offices (New York City, Atlanta, Kansas City, Dallas, Silicon Valley and Washington, DC). Responsibilities included hiring and managing all staff in these offices, developing annual department budget, coordinating financial and operations communications to the Board of Directors, and implementing the organization's long term growth strategy.
- Directed nationwide member recruitment, engagement and retention.
- Oversaw and attended national trips, including multiple visits to military installations across the country.
- Oversaw all membership development events, including securing VIP speakers, organizing policy

working groups, trips, and overseeing annual fundraising galas (300 to 1700 guests each) in New York, San Francisco, Dallas and Washington, DC.

- Responsible for all fundraising (\$7.1M goal for 2007), including the development and implementation of a nationwide major donor program (\$25,000 and above).
- Launched organization's first endowment campaign.
- Part of senior team responsible for all Congressional education programs; federal, state and local government relations; coalition building with other associations; and political candidate outreach.

1800HomeCare.com

Washington, DC

Senior Vice President, Operations and Strategy

1999 – 2000

- Developed and managed all operations of startup e-Business network that empowered home care providers to enhance their relationships with consumers of home care services by combining a national call center, an online service locator and customized provider Web sites.
- Managed, executed and integrated into daily operations all strategic partnerships, including Company's exclusive partnership with the National Association for Home Care, the industry's largest trade association.
- Designed and launched Company Web site incorporating the most accurate and comprehensive home care services locator on the Internet.
- Developed and implemented strategic plan for Company's customer service and consumer call centers. Determined what should be outsourced, what should be built internally, as well as coordination and funding for operations. Negotiated all contracts, and oversaw all hiring and management. Developed strategic and operational plans in conjunction with accessibility of funds through the Company's startup phase.
- Created and managed sales and marketing department which recruited 4,500 home care provider members in 3 months, a 30% market penetration on a start-up budget.
- Responsible for majority of Company's written products, including business plans, fundraising presentations, press releases and site content.

Robinson, Lerer & Montgomery (RLM)

New York, NY

Senior Associate

1998 – 1999

- Developed and implemented strategy to secure access for AOL broadband services on existing cable infrastructures. Coordinated and oversaw teams that traveled to major metropolitan areas where cable franchise agreements were up for renewal, developed strategies utilizing grass roots campaigns (consumer demand) and political outreach to local officials who were responsible for making these decisions (renewal concessions).
- Directed long-term study of cable shopping channels for client that was considering purchasing one to enhance its sales reach.
- Part of team responsible for the launch public relations of Oxygen Media (supervising partner held an ownership stake in Oxygen).
- Worked with senior client management, including CEOs, COOs and CFOs, to develop and implement strategic communications, branding and positioning plans.
- Wrote scripts, press releases, talking points and speeches, and handled media outreach.
- Projects included initial public offerings, deals and acquisitions, crisis management, quarterly earnings and investor relations.

CBS News

New York, NY

Associate Producer, Foreign and National Desks

1997-1998

- Investigated breaking news, produced and conducted on-camera interviews, and developed and pitched stories for all CBS New broadcasts.
- Acted as weekend senior on-site producer for all breaking foreign news.
- Coordinated the assignment of CBS camera crews and reporters around the world.
- Identified, hired and managed CBS News military commentators.

The White House

Washington, D.C.

Associate Director of Political Affairs

1996

- Counseled senior White House staff on issues relating to various constituency groups and the reorganization of related outreach and marketing efforts.
- Handled specialty press inquiries and drafted Presidential responses.
- Submitted weekly updates and briefings to the President.

Department of Defense

Washington, D.C.

Special Assistant, Office of the Secretary of Defense

1993-1996

- Coordinated and recommended strategies for the Secretary and Deputy Secretary of Defense for the handling of politically sensitive projects and policy development requiring multi-office integration and involving senior DoD officials and White House aides.
- Acted as direct liaison for the Secretary and Deputy Secretary between DoD, the White House and other federal agencies.
- One of two aides to the Secretary responsible for long term strategic planning involving reorganization of the Department of Defense, renovation of the Pentagon building (projected cost of almost \$2 billion) and staffing of senior-level appointments (including 46 positions requiring Senate confirmation).
- Coordinated DoD's participation in and support of the 1996 Atlanta Olympics, involving the deployment of thousands of troops.

Committee on Armed Services, U.S. House of Representatives

Washington, D.C.

Research Assistant, Professional Staff

1991 - 1993

- Member of a small political team formed to build a coalition of support for passage of the annual Defense Authorization Bill and to promote the Chairman's policy agenda in the House and on the national front.
- Worked as part of a team responsible for Chairman's strategic, long-range planning and scheduling.
- Tracked and advised Chairman on 1992 Presidential and Congressional elections.

EDUCATION

Dartmouth College

Hanover, NH

Bachelor of Arts in History, June 1990.

- Winner of Barrett All-Round Achievement Cup, Dartmouth's highest graduating award.
- Foreign study in Lyon, France.
- Member, Dartmouth Alumni Council (2007 – 2010 term)