

## BRIAN DOMINICK FILA

(b)(6)

### PROFESSIONAL EXPERIENCE

- Nov 2003 – Acting Director, Contingency Support and Migration Planning Office and Special  
Current Assistant to the acting Assistant Secretary of Defense for Networks and Information  
Integration/Resources  
*ES-0301-01* (b)(6) – Leads a team of one GS-15 and 10 contractors developing, coordinating, and providing oversight of DoD policies and strategic plans for management and use of contingency telecommunications and information management systems as they relate to stabilization and reconstruction operations of the DoD worldwide. Oversees prioritization, allocation, and expenditure of Departmental appropriations, as well as Supplemental Appropriations of DoD and other Executive Branch Departments as they relate to military and civil stabilization and reconstruction operations. Provides fiscal oversight of Service communications support to all combatant commanders on matters relating to telecommunications support efforts, network-centric policy implementation as it applies to contingency, or potential contingency operations, including DoD policies and positions as they relate to the rebuilding of civil telecommunications infrastructure in areas of strife. Coordinates and integrates DoD positions with the entire USG Inter-agency including the Department of State, USAID, National Security Council, and Services. Interfaces with Congress, the U.S. Allies and international organizations on communications and information management issues pertinent to DoD. Executes the oversight responsibilities of the ASD (NII) in the areas of DoD-wide command and control (C2) as well as communications (C3), enterprise-wide integration, and information interoperability of deployed US military assets.
- June 2003 – Office of the Assistant Secretary of Defense for Networks and Information Integration,  
Nov 2003 Resources Program and Budget.  
*GS-343-15 Program Analyst* (b)(6) -- Leads communications budgetary and programmatic support to the Coalition Provisional Authority (CPA). Conducts extensive internal DoD coordination between CPA and the Department of the Army, The Joint Staff, and the office of the Under Secretary of Defense (Comptroller). Responsible for oversight of over \$150 million in contracts providing internal communications to CPA, in excess of \$300 million in military communications, and \$200 million in civil telecommunication reconstruction activity. Serves as a principal interface to the Office of Management and Budget (OMB), the Department of State (DoS), the Agency for International Development (USAID), the Trade and Development Agency (TDA), and the National Security Council Staff.
- 2002-2003 Office of the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (C3I), Resources Program and Budget  
*GS-343-15 Program Analyst* (b)(6) Focal point for all telecommunications support efforts, network-centric policy implementation and budget activities relating to the FY03 Global War on Terrorism (GWOT) and Iraqi Freedom supplemental funding

totaling over \$600 million. Coordinated Armed Services and Defense Agency wartime requirements with the office of the Under Secretary of Defense (Comptroller) and the Office of Management and Budget. In addition, focal point for all resource issues relating to Tactical Intelligence and Related Activities for US Special Operations Command and both Joint Military Intelligence Program and National Foreign Intelligence Program resources for the National Security Agency.

- 2001-2002    Recalled to Active Duty in support of the Global War on Terrorism  
*CAPT (O-6 Select)* (b)(6) – CAPTAIN – Led over 200 active duty and reserve military personnel worldwide in support of GWOT for the Naval Criminal Investigative Service (NCIS). In addition, managed a program in excess of \$800,000 in support of counterterrorism and law enforcement operations worldwide. Military assistant to the Director. Established worldwide management system to maximize use of active duty and reserve military support to NCIS.
- 2000-2001    Office of the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (C3I), Resources Program and Budget  
*GG-132-15 Senior Intelligence Officer* (b)(6) – Led oversight and management of a \$500 million Federally Funded Research and Development Corporation responsible for allocation of 1500 staff years of technical effort (STE) involving integrated C4ISR systems that support joint U.S. and multinational military operations. Provided oversight of technical focus on the network-centric goals of the Department of Defense. Responsibilities included oversight of contractual obligations, performance, and delivery. Developed and executed a strategic plan to improve the cooperation between the Army and Air Force contract managers. Plan improved overall efficiency of the program by stabilizing STE allocations, refocused metrics on deliverables and efficiency vice execution, established a best practices program, ultimately led to a corporate, collaborative environment that maximized delivery of service to DoD.
- 2000-2001    National Defense University – National War College  
*GG-132-15 Senior Intelligence Officer* (b)(6)
- 1995-2001    Defense Intelligence Agency (DIA) – Office of Policy Support  
*GG-132-15 Senior Intelligence Officer* (b)(6) – Intelligence Advisor to the Deputy Secretary of Defense, Under Secretary of Defense for Policy, Assistant Secretary of Defense for International Security Policy, and Assistant Secretary of Defense for Command, Control, Communications and Intelligence responsible for daily intelligence support to the principal and their staff. Coordinated the intelligence support efforts to these principals from the Central Intelligence Agency (CIA), National Geospatial Intelligence Agency (NGA), National Security Agency (NSA) and DIA. Responsibilities included daily personal contact with the principal, requiring superlative oral and written communication skills, as well as a comprehensive understanding of Department and Intelligence Community operations.
- 1993-1995    Defense Intelligence Agency – Directorate for Joint Staff Support  
*GG-132-14 Intelligence Officer* (b)(6) – Intelligence officer responsible for Indications and Warning (I&W) intelligence for the Pacific and Europe. Coordinated I&W intelligence production for DIA and the staffs of the respective Combatant

Commanders. Represented DIA in Intelligence Community forums including the National Intelligence Council.

- 1991-1993 Office of the Director of Central Intelligence, National Intelligence Council  
*GG-132-13 Intelligence Officer* (b)(6) - Executive Assistant to the National Intelligence Officer for Warning, Charles Allen, responsible for national-level all-source intelligence production for the NSC. Managed production and was editor of the weekly I&W threat matrix disseminated to the Secretaries of the Executive Departments and the Executive Office of the President. Coordinated intelligence production with the CIA, NSA, the intelligence staffs of the military services, The Joint Staff, and Combatant Commanders worldwide. Manager of the National Warning Course for the CIA's Office of Training and Education providing instruction to senior intelligence community managers.
- 1990-1991 Defense Intelligence College - Defense Intelligence Agency  
*GG-132-13 Intelligence Officer* (b)(6)
- 1988-1990 Defense Intelligence Agency - Directorate for Joint Staff Support  
*GG-132-13 Intelligence Officer* (b)(6) - Senior watch officer in the National Military Joint Intelligence Center supervising four civilian, two active duty military, and four reserve military officers providing I&W intelligence and crisis support on the former Soviet Union, Eastern Europe, and Western Europe. Led crisis response support for the Joint Staff J-2 for the collapse of Eastern European and former Soviet republic governments. Responsibilities included I&W reporting directly to the Joint Staff Director of Operations and the Director of DIA.

## EDUCATION

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- 2000 MS - National Defense University, National War College
- 1995 MS - Defense Intelligence College
- 1982 BS - The Pennsylvania State University

## MILITARY EXPERIENCE

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- 1988 to Present U.S. Naval Reserve - Intelligence Officer assigned to OSD, DIA, CJCS/J-2, and the Naval Criminal Investigative Service. Currently the Director, Defense Intelligence Agency, Joint Reserve Unit responsible for over 800 Army, Air Force, Navy and Marine Corps reservists nationwide; Rank: Captain (O-6). Developed and executed a strategic plan that refocused support to the DIA Directorate for Human Intelligence. This plan brought two regional commanders (O-6) and over 800 reservists onto a common vision, mission, and strategic plan directly linking career development and training to potential mobilization assignments.
- 1982 to 1988 U.S. Navy - Intelligence Officer assigned to US Pacific Command, and Surface Warfare Officer on forward deployed USS NIAGARA FALLS (AFS-3)

(b)(6)

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NAME: James Richard Fitzharris

(b)(6)

MAILING ADDRESS:

(b)(6)

SUMMARY OF SKILLS: General managerial and supervisory skills of professional/technician/administrative/clerical personnel with experience in electrical, electronic and telecommunications support systems and in the development of heating ventilation and air conditioning requirements; experience in establishing master plans and ensuring that the project was coordinated and integrated in compliance to codes and standards and inspected/tested to ensure the product or system delivered was acceptable to the requirements defined by the customer; Supervisory/project leader experience in resolving problems, conflicts, preparing and presenting briefings and other issues effecting a project; have been a supervisor in the government since 1984 and have established job standards, performed evaluations as both a rater and senior rater, made selections, determined training needs, recommended awards/promotions and performed disciplinary actions including one case which resulted in dismissal as well as performed duties of a reduction in force and was the supervisor who had to hand out change of grade and termination actions.

EXPERIENCE:

May 1999-present; 40+ hours per week; Deputy Director (YC-0340-03) Pentagon Renovation and Construction Program Office (PENREN), (b)(6) Arlington, Virginia, 22202. Senior rater is (b)(6)  
Telephone number is (b)(6)

MAJOR TASKS:

I currently serve as Deputy Director of the Pentagon Renovation and Construction Office (PENREN), Washington Headquarters Services, Director Administration and Management, Office of the Secretary of Defense. As the Deputy Director, I lead an organization with an annual budget of approximately \$500 million and 450 government and contract personnel who manage and execute the PENREN program, Raven Rock Renovation, and numerous ancillary construction and Information Technology (IT) projects related to Pentagon mission and operations. I manage and direct the personnel and activities of several Integrated Products Groups and provide direct supervision of these Group leads. These groups are established to plan, manage, direct, and administer overall IT and construction projects and activities in each of the geographic areas of the Pentagon Reservation. The groups are matrixed divisions consisting of the professional, technical, administrative, and clerical personnel assigned from supporting organizations to carry out specific projects responsibilities. I manage overall strategic and programming aspects of the activities with team members; such as planning, design, budgeting, acquisition, contracting, scheduling, delivery, and execution of demolition, for IT and construction projects. I ensure these activities integrated with overall PENREN business

processes to achieve the overall strategic mission of PENREN. Furthermore, I ensure management oversight such that new technology can be proposed and incorporated into the Program with maximum efficiency and minimal budget impact. In addition, I manage integration of the project plans into overall strategic master planning efforts on the Pentagon Reservation. I coordinate extensively with other Directorate Deputies, to ensure all projects are integrated across the reservation. Lastly, I ensure cost and quality control systems are in place and in use, that delivery and other schedules are adhered to, that compliance with local and national codes, environmental, and safety requirements are observed, and that state-of-the-art construction techniques are utilized.

During my tenure with PENREN under WHS, I have also held the following positions:

May 1999- May 2002: Construction Operations Group Leader, GS-0340-15 and I served on a critical detail to COOP/COG for the DCIN network.

May 2002 – June 2005: Information Technology Director and I served on another critical detail as the RRMC Liaison, as well as on the Iraq Source Selection for Reconstruction.

June 2005 – September 2006: Construction and IT Advisor and Project Controls Group Leader.

May 1996 to May 1999; 40 hrs per week; Director (b)(6) of the US Army Information Systems Engineering Command – Pentagon Engineering Office (ISEC-PEO) a sub element of US Army Communications – Electronics Command (CECOM) in support of Program Manager Information Management and Telecommunications (PM IM&T) and the Pentagon Renovation Office (PENREN), (b)(6) Arlington, VA 22202.  
Senior rater was (b)(6)  
Telephone number is (b)(6)

MAJOR TASKS: As Director of ISEC-PEO our team provides matrix support in the areas of requirements definition, system design, installation, inspections, testing, cutover, security documentation, and reviews of subcontractor produced efforts in these areas. I supervise 27 Army civilians and 110 ISEC support contractors in addition this team coordinates and approves the actions of another 140 installation engineering teams providing actions to PM IM&T. We interface with a contracting office at Fort Huachuca, AZ for the 110 engineers/testers/security and installation personnel and interface with the PENREN Office for other contract actions. Our team ensures that PM IM&T will deliver products that keep the PENREN program on schedule and within cost. I directed the development of a technical requirements package and chaired the source selection boards technical and management panels for the Above Ground Telecommunications Backbone contract awarded via PENREN Acquisition Office to GTE for Wedge 1 and options for follow on wedges based on performance.

August 1994 to May 1996; 40 hrs per week; Deputy Director (GS-15 0854) of ISEC Fort Belvoir Engineering Office (ISEC-FBEO) and Special Tech Advisor to Program Executive Office – Standard Army Management Information Systems (PEO STAMIS). My senior rater was (b)(6)  
(b)(6)

MAJOR TASKS: This office provided direct engineering support to the PEO and various PM's. The primary mission was to ensure that standard computer systems were purchased as well as software developed utilizing well documented and tested procedures and fielded to the Army personnel and logistics commands. One of our team's goals was to work with the PM's

engineers and software developers and lead them to utilize off the shelf hardware and software products and where software had to be developed that the software maturity model standards were utilized. I also served as a special representative to the Army DISC4 on a reshape of the Signal Corps as a special team member on the IM FAA. Served as the person responsible for civilian job descriptions and PEO program management reviews for technical issues. I was the rater for 12 civilians and one military and senior rater for 40 other civilians.

December 1992 to August 1994; 40 hrs per week; Test/Quality Assurance Division (GS-14 0855) of the ISEC Fort Richie, MD, Test and Field Engineering section. The senior rater was (b)(6)

**MAJOR TASKS:** Served as chief of the Test and Field Engineering section for all areas of information technology, performed site inspections of facilities for suitability of the environment to handle IT systems in regards to building construction, power, back-up power and HVAC issues. Our team of 20 civilians and 10 military were responsible for final equipment checkout of government or contractor engineered/installed systems before turning them over to the customer. Our team developed test plans or utilized contractor developed government approved test/inspection procedures. Our policy was that we did not leave a site until all problems were identified and corrected unless the resolution of a fix would take weeks where we would return. We also provided to the customer on-site training in maintenance or other operational tips. We left the site with all documentation complete and provided an organizational telephone number for future work or problem areas. We wanted to leave the customer with the feeling that we were a value added test organization who not only inspected and tested but provided problem resolution experience.

October 1989 to December 1992; 40 hrs per week; (GS-14 0855) Chief of Engineering, Installation and Maintenance Section for the Test and Evaluation Command (TECOM) White Sands Missile Range, NM, Director of Information Management. Promoted to GS-14 in August 1990. Senior rater was (b)(6)

**MAJOR TASKS:** Served as chief of installation, Maintenance and Engineering Division over 168 personnel consisting of both GS and WG employees. As a supervisor, we established a two year plan to ensure tests scheduled for the range would have appropriate Information Technology (IT) infrastructure to gather test data. This plan served as the baseline of a procurement action that ended up with a \$100M range improvement program to be accomplished over a 6-8 year period. Further we established plans to upgrade facilities for power, back-up power, HVAC and expand floor space requirements at various IT facilities at the 4000 sq mile range. We reduced manning of the DOIM via a reduction in force and had appropriate contracts ready to pick-up outsourced work. Due to the large number of WG, WL and WS employees I really had to learn personnel rules and regulations and how to listen, negotiate and compromise. I never had the union disagree with one of my proposed solutions.

February 1983 to October 1989; 40 hrs per week; Branch Chief (GS-13 0855) of ISEC Europe (ISEC-EUR) Worms Germany for Secure Data and Command Control Systems; Promoted to GS-13 June 1984. (b)(6)

MAJOR TASKS: Served as branch chief for projects concerning secure data or voice, as well as all command and control IT issues for US European Command (EUCOM), USA – EUROPE (USAEUR), US elements at SHAPE and all US-NATO IT interfaces. These projects required knowledge of both US and NATO standards. I was TDY one year to SHAPE Belgium for the engineering installation testing and cutover of IT systems into a new underground bunker under construction at SHAPE. I interfaced with NATO IT personnel as well as the civil, mechanical and electrical engineers and architects responsible for building this facility. I ensured that IT facility requirements were understood and incorporated into their designs and that US IT systems that were to interface with NATO or other individual NATO elements were well understood, I was able to present cases for improved systems through formal procedures (via interpreters in some cases). I was also detailed for 27 months to Stuttgart Germany for the emergency relocation of the US EUCOM Command Center, DCINC and ambassadors building and staff due to asbestos issues. I again developed facility criteria for the construction engineers to incorporate into the facilities that we moved the people and systems into. I briefed at the Four Star level the timeline and cost required from an IT perspective and further joined with the COE elements in developing a joint timeline document. I ensured by weekly reviews of our IT design that schedules were met and costs were contained to our estimates. During these 39 months of TDY I still ran my branch back in Worms of 10 civilians and 8 military personnel bringing them to the above projects for on-site training as most were interns or LT's/junior CPT's. I also had the opportunity to serve as the engineer and test director in Munich Germany for PM European Telephone system for the hardware and software issues and problem resolution associated with a telephone switch modernization effort for all US Forces in Europe, this would lead to the installation of 156 telephone switches throughout Europe for the US military.

June 1972 to February 1983; 40 hrs per week; USA LT, [GS-07, 09, 11 and 12] for ISEC Fort Huachuca, AZ

MAJOR TASKS: Served as a secure IT engineer for the IT systems associated with the construction of a new bunker/command post at Tango in Korea, served as the lead IT engineer for a project that was installed at various NATO bunker/command posts in Europe called Selective Release Improvement Program (SELRIP) where I briefed what the systems were enabling them to do and also provided the facility criteria for power and HVAC to the appropriate engineering organizations and countries who operated the facilities, the project required over 300 days of TDY and was completed in less than one year which no one expected. Due to this NATO experience I was again given the opportunity to be involved at these same locations plus some additional sites for the upgrade of some intelligence gathering networks, again completed on time and within cost. I was loaned out to the Air Force to serve on a source selection team at Scott for a Red Switch and to help with on site engineering at an upgrade at MacDill AFB during 1982. I served as the Information Systems Command and the Army's RED/BLACK security engineering person on orders (80-83) to interface with NSA/DIA and DISA. I also had blanket travel orders for problem resolution and isolation and authority from the KO to call out the contractor for the Wideband Secure Voice Command and Control switch (AN/FTC-31) at various CINC locations during 81 and 82. I was fortunate in being selected as a member of study team assembled in late 1975 to develop a plan to move EUCOM to Belgium. This plan was disapproved but a third section of the SHAPE bunker constructed during 1985 was a result of this multidisciplinary team.

**OTHER REALTED INFORMATION:**

Owned and operated a Class B General Building, Light Construction firm in Sierra Vista, AZ from 1978-1982 employed an average of 6 personnel with a peak employment over 10 continuous months of 16 employees per week in residential home construction for framing and ceramic tile work.

Special Act Award EUCOM Relocation Study (1975)  
QSI and SSP for Command and Control and Secure Voice Engineering (1980 and 1983)  
Commanders Award for SHAPE Engineering (1987)  
Commanders Award for EUCOM Emergency Relocation Engineering (1988)  
Superior Civilian Service Award for Service to SHAPE and EUCOM (1990)  
Exceptional Performance Awards for Engineering and Supervisory Actions (Various)

**TRAINING/EDUCATION:**

Bachelor of Science in Electronic Engineering Technology, University of Dayton, Dayton, OH  
Supervisory course – supervisory one, manage workforce to budget, total quality management, organizational leadership for executives  
Engineering training various government short courses from three days to two months, i.e.; value engineering, system architectures, COR/source selection/specification writing, COMSEC/RED/BLACK courses, computer security

**LOWEST ACCEPTABLE GRADE: GS-15**  
GS-15 since august 1994 currently a step 6

**MILITARY SERVICE/VETERAN'S PREFERENCE:**

Honorable discharge US ARMY (SC-LT) March 1972 – March 1974, 5 point Veteran's preference

(b)(6)

**USAISEC-Pentagon Engineering Office**

(b)(6)

On cost, On schedule, Built for the next 50 years



## STEPHEN J. FLANAGAN

Creative strategic planner with extensive interagency experience at senior levels—NSC, State, DoD, and the Intelligence Community. Successful manager of large policy organizations in government and the private sector. Intimately familiar with governmental processes. Broad understanding of international security affairs. Specialist on Europe and Russia/Eurasia. Recent work on relations with allies and partners is East Asia and Latin America; familiar with U.S. global security cooperation activities and defense plans. Well known to senior foreign officials and officers in the U.S. and foreign armed forces. Served the Clinton Administration as NSC Senior Director for Central/Eastern Europe, National Intelligence Officer for Europe, and Associate Director, Policy Planning Staff, Department of State.

### **Current Position**

**Senior Vice President, Kissinger Chair, and Director, International Security Program, Center for Strategic and International Studies, Washington, DC. (June 2007–)**

Senior deputy to the President and CEO and director of the largest program in the Center. Oversee the work of a staff of about 60 personnel (15 senior scholars, 10 military and visiting fellows, 20 mid-level researchers, and 12 interns) involved in 25 projects with a total budget in excess of \$12 million. Lead fundraising efforts. Preside over and/or plan more than 30 high-profile conferences and events each year including presentations by senior foreign officials. Make presentations at major international conferences. Frequently interviewed by leading national and international broadcast media and newspapers.

Leading several projects on revitalizing U.S. alliance relationships including: a new strategic framework for U.S.–Turkey relations; a future vision of the U.S.–ROK alliance; and developing a new NATO strategic concept. Contributor to major CSIS reports on “Smart Power” and China’s use of “soft power.” Completed the book *Strategic Challenges: Americas’ Global Security Agenda* (2008) as well as a number of articles and op eds.

Extensive support (summer ’07) to General James Jones and the Independent Commission on the Security Forces of Iraq including briefings, drafting sections of and reviewing the Commission report, and preps for national press conference and Congressional testimony.

### **Previous Experience**

**Director, Institute for National Strategic Studies and Vice President for Research National Defense University (January 2000–May 2007)**

Shaped the Institute’s policy research, strategic gaming, conference, and publications programs. Managed the diverse activities of 73 civilian and military personnel and an annual budget of \$8.5 million, as well as efforts to secure additional program funding from other government sources and private foundations. Ensured the provision of timely, objective strategic analysis and gaming events to senior decision makers in the Department

*Stephen J. Flanagan*

of Defense and other agencies and support to NDU educational programs in international security and defense policy. Led active outreach program, including over 100 seminars and conferences annually. Active cooperation with other U.S. research centers and dialogues with foreign counterpart institutes and senior government officials in Asia and Europe.

Major accomplishments include influential projects on: globalization and national security, U.S. strategy for combating terrorism post-9/11 (for the NSC); defining the military's role in homeland security; adapting NATO and U.S. alliances with Japan, South Korea, and Australia; the new strategic triad; post-conflict stabilization in Afghanistan and Iraq; the rise of China and India; and a new approach to security in the Western Hemisphere. Also initiated two major new programs: strategic gaming for Members of Congress and senior executive branch officials (over 150 Members have participated), and interagency education for complex contingencies.

**Special Assistant to the President and Senior Director for  
Central and Eastern European Affairs, National Security Council**  
(July 1997–October 1999)

Advise the President, the National Security Advisor and other senior officials on U.S. policy toward twelve young democracies in Europe from the Baltics to Albania. Responsible for the development and coordination of U.S. policy toward this region on a broad range of political, economic, assistance, and security issues. Maintain extensive interactions with foreign officials, the Congress, independent analysts, and non-governmental organizations.

Major accomplishments and responsibilities included: development and implementation of the President's Southeast Europe Action Plan, the Polish-American Freedom Foundation, and the U.S.-Baltic Charter of Partnership; oversight of the accession of Poland, Hungary and the Czech Republic to NATO and of planning for the NATO Summit, including the Membership Action Plan and NATO's Southeast Europe Initiative; development of programs to support the "export" of successful lessons from Central Europe's democratic transition to Southeast Europe and the NIS; and management of relations with the "frontline states" during the Kosovo conflict and of post-war assistance to Southeast Europe, including the Stability Pact.

**National Intelligence Officer for Europe, National Intelligence Council,**  
(October 1995–July 1997)

Advised the Director of Central Intelligence and senior U.S. intelligence and policymaking officials (including Admiral Dennis Blair) on European issues, supported/represented the Director and other principals in interagency meetings, and managed the production of over a dozen National Intelligence Estimates and two dozen other major analyses. Supervised the work of two Deputy NIOs, a special assistant, various community analysts, and consultants. Extensive work on: the transition in Central and Eastern Europe; the conflicts in Bosnia, Kosovo, and Balkans; Turkey and the Aegean; trans-Atlantic political, economic, and security relations; NATO enlargement; and Russia's relations with Europe and NATO.

*Stephen J. Flanagan*

**Associate Director (1994-95) and Member (1989-1993)  
Policy Planning Staff, U. S. Department of State.**

In the former capacity, coordinated the work of six members of the staff on European, Eurasian, security, and certain economic issues. Conceived and worked to implement several key elements of post-Cold War U.S. European policy, including: the U.S. approach to the Conventional Arms Control (CFE) Treaty talks; NATO's adaptation and enlargement (including NACC and PFP); and adaptation of the OSCE for conflict prevention; Extensively involved in the development of U.S. policy on Central and Eastern Europe's economic and political transition; NATO's and OSCE's role in peacekeeping; the EU and transatlantic relations; Turkey; the Mediterranean region; Russia; and the NIS;. Represented the U.S. at NATO, EU and bilateral planning meetings. Member of U.S. delegations to several key NATO and OSCE meetings, including the 1991 NATO Rome Summit.

**Senior Fellow, Institute for National Strategic Studies, and  
Faculty Member, National War College, National Defense University, (1987-1989)**

Prepared papers and briefings for senior policymakers in OSD, JCS, and other agencies on national security policy and force planning issues. Published policy-related and scholarly articles and participated in/organized conferences. Extensive work on NATO conventional force planning and arms control options, including development of the initial U.S. approach to CFE. Work on national strategy, strategic arms control, and proliferation. Faculty duties included teaching seminars, giving lectures, and advising students in the National War College.

**Executive Director, Center for Science and International Affairs and  
Faculty Member, Kennedy School of Government, Harvard University, (1984-1987)**

Engaged in research, training, and teaching in international security affairs. Responsible to the Director for overall management of the Center for Science and International Affairs, including: overseeing the collaborative and individual research of 25 resident fellows; recruitment; development the Center's \$4.5 M budget; fundraising; supervising 10 support staff members; and liaison with 30 non-resident affiliates, other components of the university, similar research center, an advisory committee, and visitors. Faculty duties included teaching courses on international relations and advising students on academic and career matters.

**International Affairs Fellow, Council on Foreign Relations, New York;  
Research Associate, International Institute for Strategic Studies, London, (1983-1984).**

Wrote a book on NATO and several articles on European political and security issues. Extensive travel and research in Europe. Active in Council meetings and study groups on trans-Atlantic relations. Visiting Scholar, Center for Strategic and International Studies, summer 1984.

*Stephen J. Flanagan*

**Professional Staff Member, Select Committee on Intelligence, U.S. Senate, (1978-1983).**

Worked on a wide variety of political, intelligence and military issues, with special focus on: Soviet strategic and conventional military activities; U.S. intelligence collection and analytic capabilities; nuclear test and proliferation monitoring activities. Principal co-author of Committee's report to the Senate on SALT-II monitoring issues.

**Education**

A.B., 1973 Columbia University, political science  
A.M., MALD, Ph.D., 1979 Fletcher School of Law and Diplomacy,  
Tufts University, international relations

**Professional Associations and Awards**

CJCS Distinguished Civilian Service Award, 2007

High Decorations from President Kwasniewski of Poland and Constantinescu of Romania for contributions to bilateral and transatlantic relations, 2000

Department of State Meritorious Service Award, 1992, Superior Honor Award, 1998;  
Performance Awards from the Departments of State and the Army and the National Intelligence Council, 1988-97.

Member of the Editorial Boards of the journals: *International Security* (1983-1989 and 2000-present), *Joint Force Quarterly* (2000-2007), *Politique Americane* (Paris) 2004-present. *The Fletcher Forum*, (1983-89)

Award for the best scholarly article on intelligence issues, 1986

Member, Council on Foreign Relations, since 1985; International Affairs Fellow, 1983-84

**Major Publications**

Author or co-editor of six books on global, European, and East Asian security issues. Author of over 30 articles and book chapters on European, international security, and intelligence issues.

**Personal**

Married since 1975 to Lynn Wansley Flanagan, Senior Counsel, U.S Department of Commerce  
Two sons: Brian, 26; Neil, 23

Excellent health

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# PRICE B. FLOYD

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## EXPERIENCE

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### CENTER FOR A NEW AMERICAN SECURITY

*Washington, DC*

#### *Director, External Relations*

*2007-present*

- Develop and execute strategic print, broadcast and web-based communications plans for a start-up national security policy think tank
- Oversee publicity, messaging and event management for all publications and more than 50 public events
- Placed 100+ op-ed pieces in all major domestic outlets and numerous foreign publications
- Coordinated 50+ events, including speeches by Chairman of the Joint Chiefs, Commandant of Marine Corps, Chiefs of Navy, Army and Air Force, and CNN event featuring five former Secretaries of State.
- Helped ensure a new organization is viewed as smart, pragmatic and bipartisan, as well as a major player in the national security debate by policy influentials in the media, Congress and administration

### U.S. DEPARTMENT OF STATE

*Germany, Montenegro and Washington, DC*

#### *Director, Office of Media Affairs*

*2006-2007*

- Manage 9 member office and \$420,000 budget to coordinate all Department media outreach activities
- Develop and execute strategic communications plans across media for major foreign policy initiatives
- Maintain relations with journalists and executives at all major U.S. and foreign media outlets
- Worked to proactively place an average of 100-150 stories per month and book senior Department officials with key media outlets

#### *Deputy Director, Office of Media Affairs*

*2000-2006*

- Served as main media coordinator for senior Department officials, including Deputy Secretary of State
- Conducted major public affairs campaigns including the Global War on Terrorism, elections in Afghanistan, and the war in Iraq
- Coordinated over 6,000 television, radio, and print interviews over a 5-year timeframe

#### *Executive Assistant to State Department Spokesman, James P. Rubin*

*1998-2000*

- Prepared Spokesman for daily press briefings and other interactions with the media by providing daily intelligence briefs, information from overseas embassies and other offices
- Served as a liaison to the media and promoted the Department's daily message

#### *Special Assistant to Secretary of State, Madeleine K. Albright*

*1997-1998*

- Served as lead contact for Secretary of State's travel, including travel to over 40 countries in 2 years
- Coordinated substantive meetings and events with host country government officials
- Organized all travel press events with local media and traveling international press corps

#### *Special Assistant to the U.S. Ambassador to Germany, Charles E. Redman*

*1995-1997*

- Served as chief liaison for Ambassador in then-largest U.S. Embassy worldwide
- Assisted Ambassador on all domestic and international travel

#### *Bosnian Desk Officer, Bureau of European Affairs*

*1993-1995*

- Served as a liaison to the Embassy and Consulates in Bosnia during the height of the Bosnian War
- Assisted with establishment of International War Crimes Tribunal for Former Yugoslavia
- Organized the negotiations for drafting the Bosnian Constitution in Vienna
- Served as Deputy Envoy to Government of Montenegro at U.N. Conference on Former Yugoslavia

#### *Special Assistant to the Assistant Secretary of European Affairs, James Bruno*

*1990-1993*

- Served as the liaison to embassies overseas, other bureaus within the State Department, the White House, the National Security Council and Congressional offices

## POLITICAL ACTIVITY

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- New Hampshire Primary, Obama for President, Get Out The Vote Effort – January, 2008
- Maryland Primary, Obama for President, Get Out The Vote Effort – February, 2008

## EDUCATION

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TEXAS WESLEYAN COLLEGE, *B.S. in Political Science*

*1988*