

WILLIAM J. LUTI
CURRICULUM VITAE

Present Position

Special Advisor for National Security Affairs to the Vice President
(Middle East and Southwest Asia)

(b)(6)

Educational Background

The Citadel, Charleston, SC, 1971-1975; B.A. History

U.S. Naval War College, Newport, RI, 1985-1986, M.A. in Strategic
Studies and National Security Affairs.

Tufts University's Fletcher School of Law and Diplomacy, Medford,
MA, 1988-1990; M.A. in Law and Diplomacy and Ph.D. in International
Relations.

Foreign Policy and National Security Experience

Worked foreign policy, strategic concepts and national security
issues while serving on the Chief of Naval Operations Executive
Panel; in the Office of the Speaker under Newt Gingrich; on the
Chief of Naval Operations Strategic Studies Group; and as a Special
Advisor for National Security Affairs for Vice President Cheney.

Professional Background

1975	Commissioned NROTC, The Citadel
1975-1976	Aviation Schools Command, VT 10, VT 86
1976-1979	VQ 1, Division Officer
1979-1982	VAQ 131, Assistant Department Head
1982-1985	U.S. Naval Academy, Company Officer, Flag Lt.
1985-1986	Naval War College
1986-1988	VAQ 135, Department Head
1988-1990	Fletcher School of Law and Diplomacy, Tufts Univ.
1991-1992	VAQ 130, Executive Officer
1992-1993	VAQ 130, Commanding Officer
1993-1996	Deputy Director, CNO Executive Panel (NOOK)
1996-1997	Legislative Fellow, Office of Speaker Newt Gingrich
1997-1998	USS GUAM (LPH 9), Commanding Officer
1999-2001	CNO Strategic Studies Group, Senior Fellow
1999-2002	Commander, USS NASSAU Amphibious Ready Group
2001	Special Advisor to the Vice President (Middle East)

Professional Qualifications

- Subspecialist in Political-Military/Strategic Planning
- Qualified Joint Professional Military Education
- Member Phi Alpha Theta (History) Honor Society and Who's Who in American Colleges and Universities (Undergraduate)
- Who's Who in America 1998

Decorations

- Legion of Merit (two awards)
- Meritorious Service Medal
- Air Medal (Strike/Flight)
- Navy Commendation Medal with Combat "V" (two awards)
- Navy Commendation Medal (two awards)
- Navy Achievement Medal (two awards)

Awards

- 1990 Ambassador Edmund P. Gullion Prize for Academic Excellence awarded by the faculty of the Fletcher School.
- 1992 Vice Admiral John Perry Award for Inspirational Leadership and Professional Excellence (Navy League).

Publications/Articles/Papers

- Aviation Essay Contest Honorable Mention Winner, "Scratch One Flattop," published October 1986 issue of *Proceedings*.
- Book Review Essay: *Four Stars; The Fletcher Forum of World Affairs, Summer 1990*.
- Doctoral Dissertation: "Ends Versus Means: A Critical Analysis of the Persian Gulf Crisis, 1987-88"; Fletcher School of Law and Diplomacy, 1990.
- "Battle of the Airwaves," published January 1992 *Proceedings*.
- "Voices From the Central Blue," published December, 1992 *Proceedings*.
- "Sources of American Conduct," published Summer 1996 *Strategic Review*.

Operational and Other Relevant Experience

- Flew combat missions, Operations Praying Mantis (18 April, 1998) and Desert Storm (January-February 1991).
- Served as a member of the Desert Storm air campaign briefing team; testified before the Senate Armed Services Committee on EA-6B performance during the Gulf War.
- Selected to brief Secretary of Defense Cheney on Navy's overall electronic combat performance during the Gulf War.
- Contributing Editor, U.S. Naval Institute's *Proceedings*, 1993-1997.

THOMAS G. MAHNKEN

(b)(6)

CURRENT POSITION:

Professor of Strategy, U.S. Naval War College
Visiting Fellow, Philip Merrill Center for Strategic Studies, Johns Hopkins SAIS

EDUCATION:

The Johns Hopkins University, School of Advanced International Studies.
Ph.D., Strategic Studies 1997
MA, International Affairs 1989
University of Southern California.
BA, International Relations (Highest Honors) 1987
BA, History 1987
Certificate, Defense and Strategic Studies 1987

PROFESSIONAL EXPERIENCE:

U.S. Naval War College — Professor of Strategy 2001-present
U.S. Naval War College — Associate Professor of Strategy 1997-2001
Teaching as part of the Department of Strategy and Policy's core curriculum, a team-taught course for foreign and United States mid-career and senior military officers and government officials. Taught electives in innovation and revolutions in military affairs and technology and warfare.

Johns Hopkins SAIS — Visiting Professor and Acting Director, 2003-2004
Strategic Studies Program
Visiting Fellow, Merrill Center for Strategic Studies 2004-present
Washington Coordinator, Johns Hopkins
Homeland Security Graduate Certificate Program 2004-present
Led the nation's premier graduate strategic studies program. Responsible for program's approximately \$1 million budget. Supervised 13 full-time and adjunct faculty members. Advised approximately 85 master's and doctoral candidates. Taught courses in Strategy and Policy, Research Seminar, Understanding Military Technology, Net Assessment, and Intelligence and National Security. Coordinated the department's programs, including guest speaker series, film series, and staff rides.

Commission on the Intelligence Capabilities of the United States
Regarding Weapons of Mass Destruction 2004-2005
Served as member of staff of Presidential commission examining the future organization of the U.S. Intelligence Community.

Georgetown University — Adjunct Professor 1998-2002
Co-taught course entitled "The Roots of Strategy". Lectures included strategic theory, American strategic thought, and net assessment.

Oliva Institute for Strategic Studies, Harvard University — Fellow 1995-1996
Conducted research into the Revolution in Military Affairs; intelligence and foreign military innovation; and organizational responses to the emergence of new forms of warfare.

Department of Defense, Office of Net Assessment — Fellow 1993 - 1994
Conducted research into the Revolution in Military Affairs, focusing upon future strategic operations.

Gulf War Air Power Survey (GWAPS) — Member 1991-1992
Served as a member of the Secretary of the Air Force's Gulf War Air Power Study, examining the role of air power in Operations Desert Shield and Desert Storm. Co-authored chronology and statistics volume of the group's report and assessed prewar planning efforts.

SRS Technologies — Senior Research Analyst 1988 - 1995
Managed several large contracts for U.S. government sponsors. Conducted research in the areas of theater missile defense, political and military assessment, and strategic planning. Supported field training and command post exercises conducted by U.S. Central Command; U.S. European Command; and U.S. Forces, Korea. Conducted a study of potential adversarial responses to American power projection. Team Leader for Project 2025 strategic planning study for Vice Chairman, Joint Chiefs of Staff.

SALIS Review — Book Review Editor 1988 - 1989
Solicited book reviews and edited section of bi-annual international affairs journal.

Office of the Secretary of Defense — Analyst 1988
Produced estimates of third-world missile programs. Authored study of the spread of missile technology in the Third World for the Defense Department. Established OSD policy in preparation for bilateral and multilateral negotiations.

The Heritage Foundation — Research Assistant 1987-1988
Assisted resident scholars in national security projects including arms control verification and compliance, space policy, and cruise missile systems.

MILITARY SERVICES:

Lieutenant Commander, U.S. Naval Reserve
Current Assignment: Executive Officer, Naval Special Warfare (NSW) Intelligence Unit TWO, responsible for intelligence support to all Naval Special Warfare units on the East Coast and in the CENTCOM, EUCOM, and SOUTHCOM AORs.
Previous Assignments: Intelligence Plans Officer, NSW Task Group - Central (Operation IRAQI FREEDOM); Intelligence Officer, NSW Unit THREE (Operation ENDURING FREEDOM); Intelligence and Administration Officer, NR NSW Group FOUR; Officer in Charge, In-Country Exploitation Team, Office of Naval Intelligence.
Awards: Joint Service Commendation Medal, Navy Marine Corps Commendation Medal, Navy Marine Corps Achievement Medal (3 awards), Combat Action Ribbon, Presidential Unit Commendation, Joint Meritorious Unit Award, Navy Unit Commendation, Navy Meritorious Unit Commendation, Coast Guard Meritorious Unit

Commendation, National Defense Service Medal (2 awards), Armed Forces Expeditionary Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Kosovo Campaign Medal, Sea Service Deployment Ribbon, Navy and Marine Corps Overseas Service Ribbon (2 awards), NATO Kosovo Medal, Armed Forces Reserve Medal (2 "M" devices), Navy Rifle Marksmanship Ribbon, Navy Expert Pistol Shot Medal, National Intelligence Meritorious Unit Citation.

RELATED PROFESSIONAL EXPERIENCE:

Editor, *The Journal of Strategic Studies*.

Founding Member of the Editorial Board, *Defence Studies*.

Current or former consultant to Central Intelligence Agency, Department of Defense, Sandia National Laboratory, Los Alamos National Laboratory, Center for Strategic and Budgetary Assessments, Center for Strategic and International Studies, Pacific-Sterra Research, National Institute for Public Policy, Booz-Allen & Hamilton, and Science Applications International Corporation.

Gave invited talks at Harvard University, Princeton University, The Johns Hopkins University, University of Maryland, Boston University, U.S. Naval War College, U.S. Marine Corps Command & Staff College, U.S. Naval Postgraduate School, U.S. Naval Academy, U.S. Military Academy, U.S. Air Force Academy, Center for Naval Analyses, CNO Strategic Studies Group, and to Executive and Legislative branch audiences.

Member, Asia-Pacific Study Group, Naval War College.

Core member of Office of the Secretary of Defense Summer studies on China (2005) planning considerations in Asia (2004); niche competitors (1998); nuclear weapons and the emerging revolution in military affairs (1997); the future of deterrence (1995); innovation (1994); and the future of the Former Soviet Union (1993).

Founder and Chairman, Revolution in Military Affairs Working Group, Military Operations Research Society (MORS), 1994-1995.

HONORS, AWARDS, AND FELLOWSHIPS:

Award for Excellence in Teaching	2001, 2002
MajGen Richard C. Schulze Memorial Essay, Marine Corps Association	2000
First Honorable Mention, Colin L. Powell Joint Warfighting Essay Contest, U.S. Naval Institute	1998
Junior Officer of the Year, Naval Reserve Intelligence Command	1997
Outstanding Basic Reserve Intelligence Training Instructor	1997
Lynde and Harry Bradley Fellowship, SAIS	1992-1995, 1996-1997
John M. Olin Fellowship, Harvard University	1995-1996
First Prize and Best Essay by Junior Officer, <i>Joint Forces Quarterly</i>	1995
Revolution in Military Affairs Essay Contest	1988-1989
John M. Olin Fellowship, SAIS	1987
<i>Summa cum laude</i> graduate, USMC	

Phi Beta Kappa, Phi Kappa Phi, Pi Sigma Alpha, USC 1987
Dean's List, USC 1985-1987
Regent's Scholar, University of California, Berkeley 1983-1984

GRANTS

Smith-Richardson Foundation, "Improving U.S. Capacity to Advise Foreign Armies" (2005)

Smith-Richardson Foundation, "Officer Attitudes toward Transformation" (2002)

Defense Department, Office of Net Assessment, "Diffusion of the Emerging RMA to Asia" (2000)

Smith-Richardson Foundation, "Officer Attitudes toward the Emerging RMA" (1999)

PUBLICATIONS:

Books and Monographs:

Technology and the American Way of War (New York: Columbia University Press, forthcoming)

The Cruise Missile Challenge (Washington, D.C.: Center for Strategic and Budgetary Assessments, 2005)

The Information Revolution in Military Affairs in Asia (New York: Palgrave Macmillan, 2004) (editor, with Emily O. Goldman)

Paradoxes of Strategic Intelligence: Essays in Honor of Michael I. Handel (London: Frank Cass, 2003) (editor, with Richard K. Betts).

The Limits of Transformation: Officer Attitudes Toward the Revolution in Military Affairs (Newport: Naval War College Press, 2003) (with James R. FitzSimonds).

Uncovering Ways of War: U.S. Military Intelligence and Foreign Military Innovation, 1918-1941 (Ithaca: Cornell University Press, 2002). Nominated for the Colby, Furniss, and Society for Military History book awards.

Mass and Elite Views on National Security: U.S. National Security Surveys 1993-1999, volume II, Policy Elites (Albuquerque, NM: University of New Mexico Institute for Public Policy, 2000). (with Kerry G. Heaton, Hank C. Jenkins-Smith, Scott D. Hughes, and Dennis M. Gormley).

Gulf War Air Power Survey, volume V, Statistical Compendium and Chronology (Washington: Government Printing Office, 1993). (Principal Contributor).

The Emerging Ballistic Missile Threat to the United States, report of the Proliferation Study Team, February 1993 (co-author).

Book Chapters:

"The American Way of War in the Twenty-first Century" in Efraim Inbar, ed., *Democracies and Small Wars* (London: Frank Cass, 2003).

"Why the Weak Win: Strong States, Weak States, and the Logic of Strategy," in Bradford A. Lee and Karl Walling, eds., *Strategic Logic and Political Rationality: Essays in Honor of Michael I. Handel* (London: Frank Cass, 2003).

"Beyond Blitzkrieg: Allied Responses to Combined-Arms Armored Warfare During World War II" in Emily O. Goldman and Leslie C. Eliason, eds., *Adaptive Enemies, Reluctant Friends: The Impact of Diffusion on Military Practice* (Stanford: Stanford University Press, 2003).

"Military Diffusion in Nineteenth Century Europe: The Napoleonic and Prussian Military Systems" in Emily O. Goldman and Leslie C. Eliason, eds., *Adaptive Enemies, Reluctant Friends: The Impact of Diffusion on Military Practice* (Stanford: Stanford University Press, 2003) (with Geoffrey L. Herrera).

"Counter-Terrorism and Military Transformation: The Impact of the Afghan Model" in International Institute for Strategic Studies, *Strategic Survey 2002/3* (Oxford: Oxford University Press, 2003) (unattributed).

"A Squandered Opportunity? The Decision to End the Gulf War" in Andrew J. Bacevich and Efraim Inbar, editors, *The Gulf War of 1991 Reconsidered* (London: Frank Cass, 2003).

Entries on "Strategy," "Russo-Japanese War," and "Basil Liddell-Hart" in Charles Messenger, editor, *Reader's Guide to Military History* (London: Fitzroy Dearborn, 2001)

"Military Transformation: A Report Card" in International Institute for Strategic Studies, *Strategic Survey 2000-2001* (Oxford: Oxford University Press, 2001) (unattributed).

"Counterproliferation: A Critical Appraisal" in Henry Sokolski and James M. Ludes, eds., *Twenty-First Century Weapons Proliferation* (London: Frank Cass, 2001).

"The NATO Capability Gap" in International Institute for Strategic Studies, *Strategic Survey 1999-2000* (Oxford: Oxford University Press, 2000) (unattributed).

"Counterproliferation: Short of Winning" in Henry D. Sokolski, editor, *Prevailing in a Well-Armed World: Devising Competitive Strategies Against Weapons Proliferation* (Carlisle, PA: U.S. Army War College, 2000).

"Gazing at the Sun: The Office of Naval Intelligence and Japanese Naval Innovation, 1918-1941" in William B. Cogar, editor, *New Interpretations in Naval History: Selected Papers from the Twelfth Naval History Symposium* (Annapolis, MD: Naval Institute Press, 1997).

"Challenges Posed by Space-Launch and Missile Proliferation" in Peter Hayes, editor, *Space Power Interests* (Boulder: Westview Press, 1996). (With Janne E. Nolan).

NATIONAL SECURITY, GOVERNMENT AFFAIRS AND LEGAL EXECUTIVE with chief of staff skills, 11+ years of government experience at the local, state and federal level; keen understanding and experience with the Department of Defense, national security issues and the United State Congress; tremendous insight and a wealth of experience at the highest levels of government; skilled at determining the vast legal and political implications of legislation and oversight of an industry or issue before the Congress or the Executive Branch;

SUMMARY OF QUALIFICATIONS

- Senior Member of the Department of Defense Leadership.
- Experience “on the front lines” in the Department of Defense, with the United State Congress.
- Leader of large and dynamic staff of dedicated military and civilian personnel advancing the priorities and positions of the Department of Defense;
- Led the Department of Defense’s development of its annual legislative program and its compliance with intense Congressional oversight requests.
- Served in critical legal positions providing astute advice on complex and difficult issues to key decision makers.
- In-depth understanding and experience with a wide variety of state and local government issues.

PROFESSIONAL EXPERIENCE

Present

Assistant Secretary of Defense for Legislative Affairs (Acting), Department of Defense

- Serves the Secretary and Deputy Secretary of Defense to coordinate legislation; and promote the policies, strategies and budget of the Department of Defense with the United States Congress.
- Leads a large dynamic staff of military and civilian professionals advancing the policies and priorities of the Department of Defense.
- Integrates multiple disparate organizations with competing equities to develop innovative and successful solutions.
- Liaisons with the Department’s Senior Leadership, the White House and other federal agencies on all matters pertaining to the United States Congress.
- Oversees and synergizes all four Service and Joint Chiefs of Staff engagements promoting senior leadership’s agenda with Congress, within the Administration, and across the entire Department.
- (b)(6)

April 2006 – April 2008

Director of the Office of Legislative Counsel (OLC), Department of Defense.

- Provided the Office of Legislative Affairs and the Office of the Secretary of Defense with legal advice and guidance on complex and difficult issues pertaining to Congress including leading the Department’s compliance with Congressional oversight requests.
- Transformed and led the annual development of the Department of Defense’s legislative program, including such tasks as developing, coordinating, and submitting to the Congress the largest and most complex piece of legislation in the Federal Government, the National Defense Authorization Act (NDAA).
- Liaised directly with the Department’s leadership, including such individuals as the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and each Service Secretary, on all matters pertaining to the NDAA.
- Conducted and facilitated legal and policy reviews of all Department legislation, in addition to all Congressional requests for official views on pending legislation.

- Represented the Department and the Office of the General Counsel in various dealings with executive White House, Office of Management and Budget, and other federal agency officials in matters pertaining to legislation.

May of 2005 – June 2006

Special Assistant the Assistant Secretary of Defense for Legislative Affairs (ASD LA).

- Communicated with relevant Committees and Members of Congress all aspects of the Department's detainee policies including: Combatant Status Review Tribunals, Administrative Review Boards, Military Commissions, and the Guantanamo Bay detention facility;
- Communicated with relevant Committees and Members of Congress all investigations and Special Commissions undertaken by the Department and/or Congress;
- Coordinated all legal matters affecting the Department with the Office of General Counsel, the Department of Justice and other Federal agencies.

November 2004 – February 2005

Associate Legal Counsel to the 55th Presidential Inaugural Committee

- Prepared, reviewed and negotiated multi-million dollar contracts for the Inauguration.
- Provided legal and policy advice to event teams, event security and contractors for major events including: the Inaugural Parade, the Salute to the Military Gala at the MCI Center and the Youth Gala at the D.C. Armory.
- Provided legal and policy advice to the Presidential Inaugural Staff on employment policies and procedures.

August 2002 – April 2004

Assistant District Attorney Montgomery County, Trials Division Major Crimes

- Prepared and prosecuted criminal cases from initial charging of the defendant to the case's final disposition.
- Crimes successfully prepared and prosecuted include: Murder, Attempted Murder, Aggravated Assault, Robbery, Burglary, Driving Under the Influence and Homicide by Vehicle.
- Prepared and provided legal memorandums and motions for various court proceedings.
- Provided legal advice to local and state law enforcement officers on various areas of criminal law.
- Counseled and interviewed victims, witnesses and law enforcement officials for court proceedings.

June 1997 – August 2002

Special Assistant to the Pennsylvania Senate Appropriations Committee (Democrat)

- Worked with members of Congress in the House and Senate to facilitate and initiate funding and legislation for a wide range of issues affecting the Commonwealth.
- Provided research and analysis to members of the Appropriations Committee on the state budget and proposed legislation.
- Interacted with local, state and national media on issues and projects affecting the Commonwealth.
- Assisted Members in addressing the needs and concerns of citizens, private and public agencies and local governments on a wide range of issues including: public safety, education and economic development through the management of legislation and state funding.

EDUCATION

**UNIVERSITY OF PENNSYLVANIA
FELS CENTER OF GOVERNMENT**

Masters in Government Administration - G.P.A.: 3.43

Dean's List: Fall Semester 1997, Spring Semester 1998, 2002

September 1998-May 2002

TEMPLE UNIVERSITY BEASLEY SCHOOL OF LAW

September 1999-May 2002

Juris Doctorate - G.P.A.: 3.28

Dean's List: Spring Semester 2000, 2001, 2002

THE PENNSYLVANIA STATE UNIVERSITY

September 1993 - May 1997

Bachelor of Arts Political Science - Overall G.P.A.: 3.54; Major G.P.A.: 3.63

Dean's List: 1993-1997

PROFESSIONAL EDUCATION/TRAINING

- Harvard University Kennedy School of Government, Leadership for the 21st Century;
- Judge Advocate General's School, U.S. Army 3D Ethics Counselor Course;
- Judge Advocate General's School, U.S. Army 72D Fiscal Law Course;
- Pennsylvania District Attorney Association's District Attorney School; and
- Clinical Student with United State Attorney, Eastern District, Criminal Division

AWARDS/HONORS

- Youngest serving member of the Senior Executive Service in the Department of Defense
- Office of the Secretary of Defense Medal for Exceptional Public Service
- Young Alumni of the Year (2008), Pennsylvania State University Department of Political Science
- Recipient of the Philadelphia Business Journal 40 Under 40 Award
- Recipient of the Pennsylvania State University Scholar Athlete Award for Academic Excellence from the Student Advisory Board
- Member of the 1995 Rose Bowl Championship Team
- Member of the 1995 Big Ten Conference Championship Football Team

ACTIVITIES

- Licensed to practice law in Pennsylvania and New Jersey
- Member of the Pennsylvania State University Football Letterman's Club
- Member of the Pennsylvania State University Alumni Association
- Member of the Grand Lodge, F.A.A.M., Joppa Lodge No. 35
- Member of the Knights of Columbus
- Membership in the Phi Delta Phi International Legal Fraternity
- Membership in the Phi Sigma Alpha Political Science Honor Society
- Membership in the Golden Key National Honor Society

Pearse R. Marschner

(b)(6)

SUMMARY

A DLI Commandant's Award Winning Arabic Linguist with an (b)(6) and nearly 2 years' experience in Iraq in the press office of the Coalition Provisional Authority/US Embassy engaging in the daily PR campaign, establishing and training Iraqi media and advising on public affairs strategies for the Embassy and the Iraqi government.

RECENT WORK IN IRAQ (3/04-PRESENT)

Iraqi Elections Media Campaign Planner (Since 11/04)

Primary Planner and Key Implementer of US Embassy's successful campaign to

A) Train, Engage, and foster awareness and communication among Iraqi media through conferences, seminars, and private meetings

B) Take Regional and Western Media on 15 trips to every major city in Iraq for meetings with key elections, local government, and security personnel in coordination with UK Embassy and US and UK Military.

C) Post elections, to follow up and maintain relations with media in the different cities of Iraq and implement other Public Diplomacy Programs

Press Advisor to Iraqi Interim Government (9/04-10/04)

Seconded by the US Embassy as an advisor to the Iraqi government to help establish its government press office. Duties include developing high-level lines of communication and release authority, advising on tone and language of releases, design of release templates and web page, training Iraqi civil servants in the role of a government press office.

Portfolio Press Officer (7/04-11/04)

Portfolio press officer responsible for the Iraqi Ministries of Defense, Interior, and Justice. Worked to coordinate policy and ensure unity of message, often acting as translator for key meetings. Additionally, coordinated embassy public affairs efforts in the four US Embassy Regional Offices throughout Iraq, traveling, advising, and laying groundwork for media relations and cultural affairs outreach efforts in Basrah, Hillah, Kirkuk, and Mosul.

Regional Public Affairs Coordinator (Since 3/04)

Coordinated between 15 regional public affairs officers working outside Baghdad and the Baghdad CPA press office. Responsibilities included keeping close contact with regional PAOs, facilitating the passing of information between them and Baghdad, and facilitating the logistics of delivering various public diplomacy materials from Baghdad in coordination with other offices of the CPA in Baghdad.

Previous work in Iraq (5/03-6/04)

CPA Webmaster (7/03-7/04)

Founder, designer, content manager, and developer for the CPA web page, <http://www.iraqcoalition.org> and <http://www.iraqcoalition.org/arabic/>.

Portfolio Press Officer (Since 7/04)

Portfolio press officer responsible for the Iraqi Ministries of Defense, Interior, and Justice. Worked to coordinate policy and ensure unity of message, often acting as translator for key meetings. Additionally, coordinated embassy public affairs efforts in the four US Embassy Regional Offices throughout Iraq, traveling, advising, and laying groundwork for media relations and cultural affairs outreach efforts in Basrah, Hillah, Kirkuk, and Mosul.

Regional Public Affairs Coordinator (Since 3/04)

Coordinated between 15 regional public affairs officers working outside Baghdad and the Baghdad CPA press office. Responsibilities included keeping close contact with regional PAOs, facilitating the passing of information between them and Baghdad, and facilitating the logistics of delivering various public diplomacy materials from Baghdad in coordination with other offices of the CPA in Baghdad.

CPA Webmaster (7/03-7/04)

Founder, designer, content manager, and developer for the CPA web page, <http://www.iraqcoalition.org> and <http://www.iraqcoalition.org/arabic/>.

Duties included:

- Choosing stories to highlight on the front page to convey the message of the day
- Monitoring Arab media for misleading or inflammatory content and targeting headlines accordingly
- Finding photos, visual aids and graphics which add to the message
- Writing captions and headers in both English and Arabic for all front page stories
- Organizing and editing all content
- Responsibility for all technical aspects of maintaining the website
- Coordination of all server-side and hosting issues with Defense Technical Information Center in Ft. Belvoir, VA.

Additional Duties Included:

- Managing the work of five translators for the press office
- Testing and hiring of translators
- Oversight on translation quality and determining translation philosophy
- Following up with team's pay and personnel issues
- Developer and Content Manager for the CPA intranet website from 12/03 to 4/04, which was updated daily for CPA internal use.

Press Officer (6/03-8/03)

Press Officer for Human Rights, Humanitarian Demining, and Mass Graves issues under the CPA. Organized and attended press trips to applicable sites.

Assistant to Ambassador Eagleton Mission (5/03-6/03)

Special assistant and translator for international team of ambassadors on a special mission to assess property claims issues in the major cities of Northern Iraq.

Arabic Tutor (throughout college)

- Tutored, Trained, Mentored, Arab students at Randolph Macon Academy, Front Royal, VA. (1998-2001)
- Was personal tutor to nephew of Crown Prince of Bahrain (1999)
- Taught English, supervised, cared for Arab soldiers from UAE while they were in training course at Castle AFB, Atwater, CA.(1999)

Additional Arabic Experience:

- US Marine Corps: 1993-1998. Served as Arabic Linguist.
- August 1995: Graduated Valedictorian from Defense Language Institute, Monterey, CA from Arabic Basic Course.
- Scored 3,3 scores on the Defense Language Proficiency Test (DLPT) in 1995.

EDUCATION

BA, 2002, Christendom College, Front Royal, VA

- Major in Classical Languages and Literature: Hebrew, Latin and Greek.
- Extensive Curricular and Extra-Curricular Study in Spanish and Music.

ADDITIONAL SKILLS AND INTERESTS

- Languages: (b)(6)
- Web Design
- Avid Reader, esp. in Middle East History, Policy and Culture

References and Writing Samples Available on Request

Robert Martinage

(b)(6)

EDUCATION

- B.A. *cum laude*, Dartmouth College, 1991
- M.A., The Fletcher School of Law and Diplomacy—Tufts/Harvard University, 1993
- Classified training courses on nuclear weapons and ballistic missile technology, Department of Energy and Central Intelligence Agency, 1992-1993

HIGHLIGHTS

- More than 14 years of experience designing, conducting, and analyzing wargames for, and providing senior-level analytic support to, the Department of Defense (DoD). Lead analyst on over 40 wargames and numerous studies focused on special operations, irregular warfare, conventional operations in high-end threat environments, and strategic deterrence and warfare.
- Recently completed a series of four portfolio-rebalancing exercises for the Office of the Secretary of Defense (OSD) to examine how the joint force might be shaped, sized, and postured over the next 20 years to better address emerging national security challenges. Analyzed tradeoffs among competing investments/divestments in research and development, force structure, procurement, basing, and training and education.
- Authored *Special Operations Forces—Future Challenges and Opportunities* (2008), which has received senior-level attention within US Special Operations Command and prompted an invitation to testify before the House Armed Services Subcommittee on Terrorism, Unconventional Threats and Capabilities in March 2009.
- Authored *The Global War on Terrorism: An Assessment* (2007), which was highlighted by the Council on Foreign Relations as a “must read” and briefed to senior staffers from relevant committees of the US House of Representatives and US Senate.
- Co-authored with Michael G. Vickers two classified monographs on transformation strategy that were circulated widely among senior OSD officials in preparation for the Quadrennial Defense Reviews in 2001 and 2006.
- Member of the CSBA-led “red team” assessment of the 2006 QDR, which combined the expertise of CSBA staff with the professional judgment and expertise of retired flag-rank officers to provide an independent, alternative examination of the issues raised in the review.

CURRENT POSITION

Deputy Vice President for Strategic Studies, Center for Strategic and Budgetary Assessments (CSBA), Washington, DC

- Since February 1997, responsible for carrying out a broad research program on defense strategy and planning, military modernization, and future warfare for government, foundation, and corporate clients. Assumed management of CSBA’s wargaming program, which includes approximately 12 major activities per year, in 2007.
- Designed and developed the *Pacific Vision 2008* wargame for US Pacific Air Forces (PACAF), which has been highly acclaimed by the Commander PACAF and Commander US Pacific Command.

- Conducted a series of four SOCOM-hosted wargames on special operations: two focused on strategy for the war on terrorism and its implications for the composition, size, and regional orientation of US special operations forces; and two focused on unconventional warfare.
- Played a key role in designing and developing four OSD-sponsored wargames in 2007-2008 on stability operations, partner capacity building, counter-insurgency, and irregular warfare more broadly.
- Collaborated closely with Michael G. Vickers on a now-classified report for OSD in 2006 that focused on capabilities and capacities for defeating Salafi-Takfiri/Khomeinist terrorist groups, as well as for hedging against the potential rise of China as a military competitor. Co-led a 2002-2003 CSBA study effort, commissioned by the Deputy Secretary of Defense, focused on the development of a long-term strategy for prevailing in the Global War on Terrorism. Served on a 2001 summer study that examined sources of US military advantage for the Under Secretary of Defense for Policy.
- Co-authored several CSBA monographs with Michael G. Vickers, including the *The Revolution in War* (2004), which detailed the origins of the revolution in military affairs, examined key technological trends, and projected how the conduct of war may change over the next two decades; and *The Future of Intrastate Conflict* (1997), which examined potential changes in the character, duration, intensity, and international political consequences of intrastate conflict.
- Consultant to the Defense Advanced Research Projects Agency (DARPA) since 2001.

PREVIOUS EXPERIENCE

November 1993-February 1997, Science Applications International Corporation, McLean, VA

- Worked on contracts for OSD, the Central Intelligence Agency, and the Department of Energy. Primary responsibility was developing, conducting, and analyzing future warfare wargames. Directed a research project that examined the potential implications of the proliferation of weapons of mass destruction (WMD) on the power-projection capabilities of US military forces.
- Provided analytic and research support to the Intelligence Community on a range of topics and contributed to the development of a computerized tool for modeling and analyzing complex networks.

May-August 1992/May-November 1993, Intern/Action Officer, US Department of State, Washington, DC

- Worked in the Office of Weapons Proliferation on missile technology counter-proliferation. Served as a special assistant to the chairman of the interagency Missile Technology Export Control (MTEC) group. Responsible for obtaining missile technology end-use assurances from foreign governments, drafting US government demarches to countries of missile proliferation concern, working with the Intelligence Community to uncover proliferation activity, coordinating interdiction efforts with friendly governments, and conducting diplomatic information exchange with the partner countries of the Missile Technology Control Regime (MTCR).
- Contributed to the formulation of US export control policy on space launch vehicle technology. Conducted special research projects at the personal request of the Assistant Secretary of State for Political-Military Affairs.

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