

REGINA F. MEINERS

(b)(6)

Summary of Qualifications

Demonstrated experience as executive level manager, senior analyst, organizational and management advisor, writer and presenter. Proven contributions at multiple levels of the Department of Defense as reflected through the planning, direction and execution of complex analysis and evaluation activities, organizational representation, and the development and leadership of programs and people through a dedication to the pursuit of strategic goals and objectives.

Current Assignment

Special Assistant for Executive Headquarters Mar 2002-Present
Reform and Modernization, ES-301
Office of the Director for Administration and Management
Office of the Secretary of Defense

Serves as staff focal point and advisor to the Director, Administration and Management on the development, coordination and evaluation of the conceptual plans and implementation strategies for the OSD and/or DoD-wide organizational and management initiatives pursued under the Executive Headquarters Review. Serves as technical advisor to the Executive Secretary, Senior Executive Council/Executive Headquarters Review on a broad range of organizational, management, and workforce initiatives aimed to advance the reform of the OSD corporate headquarters structure, improve the quality of DoD policies and programs, and streamline Departmental methods, processes and systems.

Previous Experience

Director for Organizational and Oct 2001-Mar 2002
Management Planning (Interim), ES-301
Office of the Director for Administration and Management
Office of the Secretary of Defense

Advised and assisted the senior DoD leadership on, and implemented improvements to, functional, organizational, and managerial arrangements for the planning, development, oversight, and execution of OSD/DoD-wide policies, plans, and programs. Organized, managed, and supervised the professional work activities and staff personnel assigned to the Directorate.

Acting Deputy Director, Organizational and Management Planning/
Senior Management Analyst, GS-343-15
Office of the Director for Administration and Management
Office of the Secretary of Defense

Jul 2001-Oct 2001

Assisted the Director, Organizational and Management Planning in organizing, managing and supervising the professional work activities and staff personnel assigned to the Directorate. Provided advice to the DoD leadership on, and implemented improvements to, functional, organizational and managerial arrangements for the planning, development, oversight, and execution of OSD/DoD-wide policies, plans, and programs.

Management Analyst, GS-343-14/15
Directorate for Organizational and Management Planning
Office of the Director for Administration and Management
Office of the Secretary of Defense

Mar 1986-Sept 2001

Conducted studies and analyses, and planned and executed projects aimed to improve functional, organizational, and managerial arrangements for the development, oversight, and execution of OSD/DoD-wide policies, plans, and programs. Provided advice and assistance to senior OSD/DoD leadership on a wide range of organizational and management design, reform, and reduction initiatives in support of Administration priorities.

Education and Professional Training

University of Maryland, College Park, MD, BA in Political Science
California State University-Long Beach, Long Beach, CA
Master of Public Administration
Presidential Management Intern Program
Federal Executive Institute; Leadership for a Democratic Society

December 1977
May 1979
1979-1981
Mar-June 2001

Awards

Department of the Army Commendations
Commanders Award for Civilian Service
Department of the Army Certificate of Achievement
Secretary of Defense Meritorious Civilian Service Award
Office of the Secretary of Defense Special Act Award
Outstanding Performance Appraisals

1979-1982
1982
1982/1988
2001
2003
1979-2003

Skills:

Mr. Menig is an experienced management consultant, analyst, and manager. He has strong teaming and analytical skills developed during client-based private sector consulting and military service. Mr. Menig is a skilled management analyst superb at reducing complexity and focusing attention on workable solutions. An accomplished briefer and writer, Mr. Menig has briefed senior government officials in federal agencies and documents he authored have been the basis for decisions by many senior officials. Mr. Menig has implemented programs for organizational change, process improvement, management control, and information security management.

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based on a Single Scope Background Investigation completed on April 29, 1997; active, April, 1997.

Experience:

Apr 01

Nov 1996 - Present, Managing Consultant (b)(6)
SOZA & Company

5113 Leesburg Pike, Suite 901 Falls Church, VA 22041

Serving as the Director of Administrative Support for the Office of the Special Assistant to the Secretary of Defense for Gulf War Illnesses, Medical Readiness, and Military Deployments, Mr. Menig directs a professional team in providing administrative support for this high level DoD office. Support includes organizational and manpower analysis and planning; office management; records management; military and civilian personnel management; and document management including clearance for public release, printing, and distribution. In the area of organizational and manpower planning, Mr. Menig prepared and coordinated a complex set of actions to establish the Office of the Special Assistant as a permanent organization in the immediate office of the Secretary of Defense. This work resulted from Mr. Menig's careful analysis of lessons learned by managers and investigators who conducted DoD's investigation into factors that contributed to the illnesses experienced by many Gulf War veterans. Mr. Menig's analysis identified a group of functions that, if performed, would enable DoD to better safeguard the health of deployed forces and better respond to force health issues that arise in the future. With these functions as a base, Mr. Menig drafted an organizational charter, prepared the decision documents, which were later approved by the Deputy Secretary of Defense, and prepared the documents and managed the process to establish and hire the military and government civilian personnel to staff the new organization. Mr. Menig also manages the staff action control process and ensures the completeness and correctness of Congressional and other sensitive correspondence. Mr. Menig directs the coordination of all reports among DoD and other government agencies including the National Security Council, Departments of Veterans Affairs and Health & Human Services. He coordinates directly with officials at these agencies in the resolution of comments and issues. Mr. Menig directs the records management program for the Office of the Special Assistant. This effort entails the development of the program for archiving records with the National Archives and Records Administration of over 10 million records collected and analyzed during DoD's investigation of Gulf War illnesses and other deployment related investigations. Mr. Menig manages the processes for gaining approval from the Office of Management and Budget for surveys and information collections from members of the public. He has briefed OMB officials to gain their approval of public information collections being requested by the Office of the Special Assistant. In support of DoD outreach efforts to Gulf War veterans, Mr. Menig also plans and implements mass mailings to share information with veterans and the public; single mailings have been as large as 141,000. Mr. Menig reviews the release of records containing information covered by the DoD Privacy Program and manages and provides technical support for the processing of Freedom of Information Act requests received by the Office of the Special Assistant.

Supervisor: (b)(6)

Feb 1995 - Jun 1996, Information Security Manager (b)(6)
Integrated Management Services, Inc

Serving as the Information Security Department Manager on the NASA Headquarters Information Resources & Management Support contract, Mr. Menig implemented technical and management support for the NASA Headquarters Automated Information Security program. He met frequently with functional managers in charge of agency-wide processes and automated systems. With the full cooperation of agency managers, Mr. Menig developed work plans, and led a team of information security professionals in conducting automated information system security evaluations, system and network risk analyses and assessments, and system certification reviews.

Supervisor: (b)(6)

May 1992 - Feb 1995, Project Director (b)(6)

Irving Burton Associates

Mr. Menig implemented the firm's contracts with the Government to provide program management support services to the Defense Medical Program Activity, a support activity of the Office of the ASD(Health Affairs) responsible for developing medical automated information systems for DoD. Mr. Menig managed a twenty-five member project team of senior consultants and analysts with diverse technical and analytical skills to accomplish tasks for the DoD Activity in the areas of financial management, management control, Federal contracting, program and project management support, and technical programs for computer security and computer/electronic accommodations for the disabled. Mr. Menig defined and managed detailed work assignments to meet the client's expectations in each task area. He monitored performance and costs and prepared reports and presented briefings to functional managers to keep them informed of progress in task areas. Mr. Menig supervised project team members in resolving complex issues to ensure both the client's expectations and corporate quality standards were met. Mr. Menig led an organizational development engagement to facilitate the internal reorganization of the Activity, including the realignment and validation of functions, and preparation of a draft charter to more clearly define responsibilities of the Activity for the development of medical automated information systems vis-a-vis the military departments.

Supervisor (b)(6)

Jun 1987 - May 1992, Senior Management Analyst (b)(6)

Irving Burton Associates

Mr. Menig developed programs and conducted studies for the DoD, the Federal Deposit Insurance Corporation (FDIC), and the Environmental Protection Agency (EPA) for the implementation of Federal requirements for Automated Information Security, Information Resource Management, Management Control, Strategic Planning and Personnel Management. For the Office of the ASD(Health Affairs), Mr. Menig developed and implemented a management program for ensuring security safeguards are built into medical automated systems developed for deployment throughout DoD. The program ensured compliance with the Privacy Act and Freedom of Information Act, and established procedures for risk analysis, technical security evaluations, system certification, and accreditation. Mr. Menig managed a five-person security team that worked closely with Health Affairs managers and private sector system developers in the implementation of security safeguards for over thirty DoD information systems. Mr. Menig authored a security handbook, Automated Information System Security -- A Life Cycle Model, which describes actions needed to implement security throughout the phases of a system's life cycle. He also restructured the Defense Medical Program Activity's Management Control program so the program met statutory requirements. He developed procedures for integrating periodic risk assessments, process reviews, and Information Resources Management (IRM) reviews into the organization's core business practices. He developed action plans and conducted management training. For FDIC, Mr. Menig conducted an analysis of information security requirements and developed detailed guidelines for safeguarding sensitive information. This work involved the analysis of Federal legal and regulatory requirements applicable to the FDIC, fact-finding to determine how information policies were being implemented in extant security safeguards, and development of user-oriented information security guidelines which incorporated the best practices of Federal and industry security managers. For EPA, Mr. Menig conducted a Workforce Utilization Review of its nationwide research and development (R&D) laboratories. The Review enabled EPA's Office of Research and Development and its national laboratory directors to develop strategic approaches to matching workforce skills to future research strategies. This work consisted of analyzing workforce data, coordinating interventions with laboratory directors to alleviate concerns of laboratory personnel and union officials, in-depth interviews with staff and directors at national EPA laboratories, and the preparation of briefings and reports for EPA managers.

Supervisor (b)(6)

Mar 1966 - Jun 1987, Commissioned Officer (b)(6)

U.S. Army

Mr. Menig's military service was characterized by a variety of challenging command, staff and teaching assignments of increasing responsibility culminating in senior staff positions with the Army Staff and the Joint Chiefs of Staff. As a Joint Staff manpower planner, Mr. Menig managed the Joint Manpower Branch. He led a team of analysts that reviewed, validated, and defended manpower requirements for unified commands and joint activities. He briefed the Chairman of the Joint Chiefs of Staff in preparation for meetings of the Joint Chiefs and briefed the Joint Chiefs on significant joint manpower issues. In response to questions from Congress on the officer manning practices of the services, Mr. Menig conducted an analysis of officer manning trends and briefed his findings to the Secretary and Deputy Secretary of Defense and the Joint Chiefs in a combined meeting. Mr. Menig also frequently coordinated with the OSD staff to ensure joint activities complied with management headquarters

Experience

Center for Strategic and International Studies, Washington, D.C. (2001 to present)

International Security Program

Senior Fellow and Director for Asia

Director, Southeast Asia Initiative

- Conceive, develop, implement and manage wide variety of programs related to U.S.-Asia and Asian intra-regional affairs. Conduct all fund-raising for annual \$1 million + program. Lead team of four, and manage budgets that have resulted in large annual surpluses.
- Programs focus on China's foreign and security policy, the cross-(Taiwan) Strait security situation; the future of the U.S.-Japan and U.S.-ROK alliances; North Korea; Asia-Pacific maritime security; development of East Asian regional identity and institutions; U.S. perspectives toward Southeast Asia; and U.S.-India relations, particularly as they relate to East Asia.
- Established CSIS's first dedicated Southeast Asian studies program. Includes monthly newsletter, regular roundtables, annual international conference, and major study on the future of U.S. relations with allies (Thailand, Philippines) and other emerging partners (Indonesia, Malaysia, Singapore, Vietnam).
- Convener/Chair, *East Asia Strategy Group*, a regular breakfast meeting with select members of the Washington community to spotlight key issues of regional security.
- Organizer/Chair of annual one- to two-week Executive Programs: for Taiwan Ministry of National Defense (in cooperation with Georgetown University, 2001-2008), Japanese Foreign Ministry (2007-2008) and Japanese Defense Ministry (2006-2008).
- Co-chair/Organizer, "Dialogue among a New Generation on the Future of the U.S.-Japan Alliance" (*Katsudon Club*), a regular roundtable among a younger generation of U.S. and Japanese specialists to address U.S.-Japan alliance issues.
- Co-chair, "U.S.-Korea Study Group," a regular roundtable among a younger generation of U.S. Asia hands to examine the future of the U.S.-Korea alliance; sponsored by the ROK's Ministry of Unification.
- Specific studies and reports have included, *inter alia*:
 - "China: The Balance Sheet." Three-year initiative begun in 2005, in cooperation with CSIS Freeman Chair and the Peterson Institute for International Economics, to provide comprehensive, integrated, and objective facts and analysis to U.S. public, media, and legislators concerning China.
 - First phase resulted in publication of commercial book. Second phase resulted in May 2007 compendium. Third phase to result in another co-written commercial book. (See under *Publications* below) Notebook of one-page summaries regularly updated for media and Capitol Hill, and posted on dedicated website (www.chinabalancesheet.org).
 - "U.S.-China Strategic Dialogue." Developed process of annual meetings between CSIS and China Reform Forum, under Zheng Bijian, to discuss critical issues in bilateral relations. Premier Track 2 vehicle for bilateral dialogue, as endorsed by Chinese President Hu Jintao in April 2006.
 - "Bridging Strategic Asia: The United States, Japan, and India." Trilateral dialogue conducted in two phases among younger specialists to examine common interests and potential cooperation among the three powers. To result in conference reports and edited volume. 2007-8.
 - "Strategy and Sentiment: South Korean Views of the United States and the U.S.-ROK Alliance." Publication: June 2004.
 - "Blueprint for U.S. Policy Toward a Unified Korea." Publication: August 2002.
- Lecturer on Asian affairs: Yale University, Princeton University, Georgetown University, Penn State University, Grinnell College, Peking University (China), Renmin (People's) University (China), Moscow State University (Russia), Myongji University (Korea).
- Participant in numerous governmental and non-governmental study groups, and public and private events with U.S. and international counterparts to address contemporary Asian foreign and security policy.

Peking University, School of International Studies (April to June 2007)
Visiting Scholar. Served as lecturer and on Chinese foreign and security policy at China's premier academic institution.

Booz-Allen & Hamilton Inc.
Independent Consultant. Provided advice and insight concerning Taiwan's political and social environment to Virginia-based consulting firm involved in assisting Taiwan (ROC) government with defense and homeland security needs. (2002 - 2006)

United States Department of Defense, Washington, D.C.
Office of the Secretary of Defense, International Security Affairs, Asian and Pacific Affairs (OSD/ISA/AP)
Special Assistant: Senior Country Director for China, Mongolia, Hong Kong and Taiwan; Deputy Director for Regional Security Affairs; Country Director for Japan; Senior Country Director for Maritime Southeast Asia (Philippines, Indonesia, Malaysia, Brunei, Singapore). (1997 to 2001)

- Managed day-to-day oversight of defense and military relationship between the United States and nations in the region, including China, Japan, and maritime Southeast Asia.
- Principal author, *1998 East Asia Strategy Report (EASR)*, a public document outlining DOD security strategy and vision for the Asia-Pacific region. Served as primary working-level point of contact, both publicly and within DOD, on Asia-Pacific regional security strategy.
- Served as lead Department of Defense representative at multilateral Asian security forums, including ASEAN Regional Forum and (Track II) Northeast Asia Cooperation Dialogue.
- Received *Office of the Secretary of Defense Award for Exceptional Public Service*, January 2001.

National Democratic Institute for International Affairs, Washington, D.C.
Senior Program Officer, Asia, Former Soviet Union, 1996-97
Program Officer, Asia, 1993-96

- Developed NDI's long-term programmatic approach to Asia.
- Conceived, organized, managed, and conducted trainings in support of a variety of democratic development programs in new and emerging democracies, including Armenia, Burma, Cambodia, Georgia, Pakistan, and Thailand. Programs included political party training, electoral processes, legislative development, local governance, and civic education/organization. Managed NDI representatives in overseas field offices. Prepared background papers and terms of reference for program operations.
- Producer, *Aung San Suu Kyi*, a 10-minute testimonial video produced for NDI's 1996 W. Averell Harriman Democracy Award luncheon honoring the Burmese democracy leader. Conceived and directed the project, including extensive interview with subject.
- Edited and managed production of NDI publication "Making Every Vote Count: Domestic Election Monitoring in Asia," published in May 1996.
- Administrative requirements included drafting project proposals and regular program reports to funding agencies, including the United States Agency for International Development and the National Endowment for Democracy. (8/93 to 4/97)

United Democratic Campaign (Clinton-Gore, Boxer, Feinstein)
Los Angeles, CA
Logistics and Operations Manager, Field Program. Oversaw all administrative details of Southern California field program for 1992 Democratic Political Campaign, spanning 20 offices in 12 regions from San Luis Obispo to San Diego. Wrote and managed half-million dollar budget, including maintenance of more than 100 paid staff members. Served as spokesperson to regional and international delegations. Designed flyers, signs and shirts for visibility. (9/92 to 11/92)

American Enterprise Institute, Washington, D.C.
Intern, China Studies Section. Assisted analysts in editing and researching topics for publication and distribution. (1/92 to 8/92)

The China Post, Taipei, Taiwan

Copy Editor, business, editorial and local news pages of the largest English-language daily newspaper on Taiwan. (12/88 to 6/89)

California Campaign '88 (Dukakis/Bentsen), Los Angeles, CA

Personnel Director, Field Operations. Managed more than 500 grass-roots organizers for first field operation ever organized in California for a presidential campaign. (8/88 to 11/88)

Senator Edward M. Kennedy, Washington, D.C.

Assistant to Senior Foreign Policy Adviser. Supervised and coordinated support activities of foreign policy office. Drafted speeches and press statements. Handled constituent casework. (6/86 to 8/88)

Education**Fletcher School of Law and Diplomacy, Tufts University, Medford, MA**

Master of Arts in Law and Diplomacy (M.A.L.D.), 1991

Fields of Study: United States Diplomatic History, East Asian Diplomatic History, Public International Law.

Awarded Foreign Language and Area Studies (FLAS) Fellowship for 1990-91 school year.

Participant in North Pacific Seminar, Seoul, Korea, 5/28/91 to 6/11/91.

Nanjing University, Nanjing, China

Studied Mandarin Chinese language. (6/90 to 8/90)

University of Virginia, Charlottesville, VA

Bachelor of Arts, 1986.

Major: Foreign Affairs with concentration in Soviet Studies. Minor: Religion

Miscellaneous

Reporter, Tiananmen Square student demonstrations/Gorbachev state visit, live via telephone from Beijing, China, for "Live at Five," WTNH-TV, New Haven, CT. (5/89)

Pianist, social events in and around Washington, including public and private functions for Senator Edward M. Kennedy and Mrs. Robert F. Kennedy.

Publications (selected)*Books/Chapters*

Co-author (with C. Fred Bergsten, Bates Gill, and Nicholas Lardy), *China's Rise: Challenges and Opportunities*, Petersen Institute for International Economics Press, 2008. Author of three chapters: "China and the World," "Why Does the United States Care About Taiwan," and "China's Military Modernization."

"China and the Developing World," "China and Russia," and "China and India," from *The China Balance Sheet in 2007 and Beyond*, edited by C. Fred Bergsten, Bates Gill, Nicholas Lardy, and Derek J. Mitchell, Center for Strategic and International Studies and the Petersen Institute for International Economics, May 2007.

Co-author (with C. Fred Bergsten, Bates Gill, and Nicholas Lardy), *China: The Balance Sheet – What The World Needs To Know Now About the Emerging Superpower*, PublicAffairs, 2006. Author of chapter entitled "China's Foreign and Security Policy: Partner or Rival?"

Co-editor (with Joshua Eisenman and Eric Heginbotham), *China and the Developing World: Beijing's Strategy for the 21st Century*, ME Sharpe, 2007. Author (with Carola McGiffert) of opening chapter, "Expanding the 'Strategic Periphery': A History of China's Interaction with the Developing World."

"U.S. Self-Image: Pride and Vulnerability in a Changing World," from *Chinese Images of the United States*. CSIS. Carola McGiffert, ed. May 2005.

"Indonesia: Resentment, Suspicion, and Domestic Politics on the 'Second Front'," from *Balancing and Bandwagoning in the War Against Terror*. CSIS. Daniel Benjamin, ed. May 2005.

"Taiwan's 'Hsin Chu' Program: Deterrence, 'Abandonment,' and Honor," from *The Nuclear Tipping Point: Why States May Reconsider Their Nuclear Choices*. Kurt M. Campbell, Robert J. Einhorn, Mitchell B. Reiss, eds. Brookings Institution Press. 2004.

Thomas Mitchell Quek

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EMPLOYMENT OBJECTIVE

To continue to serve the Bush administration by offering my experiences and proven managerial abilities in Projects Management and Special Events Planning to facilitate political or functional objectives.

PROFESSIONAL EXPERIENCES

55th Presidential Inaugural Committee

December 2004 – January 2005

Events and Operations

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Inaugural Parade Division

- In charge of Floats and Horses section for the Inaugural Parade.
- Coordinate with the Armed Forces Inaugural Committee for military support.

Bush—Cheney '04

June – November 2004

Vice Presidential Operations

Vice Presidential Advance Representative

(b)(6)

- In charge of coordinating logistics and event preparations for Vice President Richard B. Cheney's public appearances.
- Coordinated staff, security and communications efforts with the United States Secret Service and White House Communications Agency during every public appearance.
- Designed, planned, and built event sites for every public appearance under budget and ahead of schedule.

United States Army

August 2002 – June 2003

Active Duty Mobilization Tour of Duty

(b)(6)

First Lieutenant, Military Police Corps

- In charge of a 35-person unit during Force Protection missions in the Central Command's Area of Responsibility in Saudi Arabia.
- Planned and coordinated Force Protection missions including Law and Order Operations, Area Security, Convoy and Personnel Escort.
- Performed Quarterly Safety Inspections as Unit Safety Officer within unit's administrative work area.
- Planned and coordinated Unit Movement for the entire unit of 158 personnel and 15 tons of equipment.

Executive Office of the President of the United States

Office of the Vice President, Advance

Advance Representative

Part-time Volunteer, Since February 2001

- Provide pre-event planning and coordination for the Vice President's official trips.
- Coordinate logistics with White House Advance Staff, U.S. Secret Service, White House Communications Agency, and event hosts to ensure all Vice Presidential needs were met, and to ensure smoothness and high-quality in all events.

Delaware Army National Guard

Since December 2000

(b)(6)

First Lieutenant, Military Police Corps

- Currently assigned to the 153rd Military Police Company as a Platoon Leader.
- In charge of a 30-person Military Police unit capable of supporting any Area Security, Law & Order, and, Battlefield Circulation missions.
- Supervised and administered platoon to ensure proper training and readiness.

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2001 Presidential Inaugural Committee (PIC)

December 2000 to January 2001

Security Communication Logistics Manager

- Designed, implemented and supervised Communication Logistics Plan for the Security Division of PIC.
- Ensured all communication needs for the 80-member Security Division were met.

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Bush-Cheney 2000

August to November 2000

- Advance Representative -- VP Advance
- Provided Advance logistics and planning support for Secretary Cheney and staff.
- Coordinated with hosts to facilitate smooth, and highly-dignified events and public appearances.
- Performed Site Advance in accordance with Lead Advance Representative's instructions.

Republican National Convention 2000

April to August 2000

- Special Assistant to the Director of Events
- Provided logistics and planning support to the Director of Events to include liaison duty with Bush for President, Inc.
- Performed external support to Bush for President, Inc. during convention week.

Bush for President, Inc. -- Delaware

January to April 2000

- Coordinator of Field Operations/Coordinator of Motorcade Operations
- Planned, executed and supervised Field Operations during the Delaware Primary Season, which included Field Marketing, Logistics, and Voter Support.
- Coordinated for Motorcade Vehicular Support for Governor Bush's public events by liaising with U.S. Secret Service and Texas Department of Public Safety.

Merrill Lynch - Private Clients Group

June 1998 to Nov 1999

- Research and Administrative Assistant
- Provided general administrative and logistics support to Financial Consultant.
- Provided assistance in Consultant's daily operations and investment research.

LANGUAGE SKILL

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EDUCATION -- Civilian

Goldey-Beacom College, Graduated May 1998
Wilmington, Delaware

- Majored in Business Administration with Concentration in Management.

University of Delaware, Commissioned Dec 2000
Newark, Delaware

- U.S. Army Reserve Officer Training Corps program.
- Received a Direct Commission from the Delaware National Guard
- Completed senior level leadership training.

REFERENCES -- *Enclosed.*

THOMAS B. MODLY

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PROFESSIONAL EXPERIENCE

2002-present OFFICE OF THE SECRETARY OF DEFENSE, Washington, DC
Executive Director, Defense Business Practice Implementation Board

Reporting to the Under Secretary of Defense (Comptroller), responsible for management of the Secretary of Defense's business practice advisory board. Board consists of 20 senior executives from the private sector tasked with providing findings and advice to the Secretary of Defense and the Senior Executive Council. Information on the Board may be found at ww.dod.mil/dbb.

1998-2001 ICONIXX CORPORATION, Bethesda, MD
Co-Founder
Vice President-Corporate Development
Senior Practice Leader-Financial Services Practice

Founding member of executive management of leading Internet consulting services firm. Responsible for strategy and merger and acquisition activity that grew business from 7 original employees to over 550 in less than 18 months. Firm engaged in e-services consulting with skills ranging from digital strategy, user interface design and development, application integration and network systems architecture.

1996-1998 OXFORD ASSOCIATES, Bethesda, MD
Vice President

Strategic management consultant specializing in the *Go-to-Market* process and *Merger and Acquisition* value realization strategies. Projects engaged with a variety of international firms in high technology, financial services, and manufacturing. Responsible for managing multiple person fulfillment teams and team marketing initiatives.

1992-1996 UNC INCORPORATED, Annapolis, MD
Director, Corporate Development and Strategic Planning

Responsible for strategic planning and merger and acquisition activity for \$500 million NYSE aviation company. Specific duties included target identification, financial analysis, negotiation, and due diligence management. Concurrently responsible for five-year strategic plan for the corporation and for development and implementation of corporate culture change and process improvement initiatives.

1987-1990 UNITED STATES AIR FORCE ACADEMY, Colorado Springs, CO
Assistant Professor of Political Science

Developed and taught undergraduate courses in American Government, International Relations, and National Security. Served as honorarium professor to the University of Colorado at Colorado Springs. Awarded *Meritorious Service Medal* in recognition of "outstanding initiative, dedication and innovation."

1985-1987 **UNITED STATES NAVY, USS NASSAU (LHA-4), Norfolk, VA**
Command Helicopter Pilot and Legal Officer

Piloted essential search and rescue/utility missions in the UH-1N helicopter. Responsible for all legal processes on board 900 person command.

- Recommended for early promotion and early designation to Helicopter Aircraft Commander.
- Completed Naval Legal Justice School with *Honors*.

EDUCATION

Harvard Graduate School of Business Administration, Boston, MA - 1990-1992
Masters in Business Administration – Business, Government, Strategy, Second Year Honors
Elected Section Educational Representative

Georgetown University, Washington, DC - 1983-1984
Master of Arts - Government. Major - International Relations; Minor - Political Theory
Seminar research article on Japanese Defense Policy published by *Naval War College Review*.

United States Naval Academy, Annapolis, MD - 1979-1983
Bachelor of Science, with Distinction
Served as Company Commander, Exchange Midshipman to the Brazilian Navy, and Elected by faculty to Pi Sigma Alpha, National Political Science Honor Society.

ADDITIONAL PROFESSIONAL ASSIGNMENTS/RECOGNITION

2002 **GOVERNOR BOB EHRLICH TRANSITION TEAM—IT ADVISORY COMMITTEE**

1997 **NATIONAL FINALIST, WHITE HOUSE FELLOWS PROGRAM**

1989 **US DEPARTMENT OF DEFENSE**
Office of the Secretary of the Navy
Interim Special Assistant

1988 **UNITED STATES DEPARTMENT OF STATE**
Office of the Ambassador-at-Large for Counterterrorism
Interim Special Assistant

Stephen R. Moffitt

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Senator Don Nickles (R-OK), Assistant Republican Leader **February 2000 to Present**
Legislative Director **Washington, DC**

Establish a legislative agenda in consultation with the Senator. Direct the legislative staff of eight people, serve as a resource to the legislative staff, advise the Senator on legislative matters and review constituent mail.

Senator Don Nickles (R-OK), Assistant Republican Leader **Feb. 1994 to Feb. 2000**
Legislative Assistant **Washington, DC**

Brief the Senator on votes and hearings, meet with constituents and lobbyists on policy matters, develop legislative initiatives, write speeches, letters and op-eds.

Congressman Jim Saxton (R-NJ) **March 1992 to February 1994**
Legislative Assistant **Washington, DC**

Brief the Congressman on votes and hearings, meet with constituents and lobbyists on policy matters, develop legislative initiatives, write speeches, letters and op-eds. Served as the Congressman's point-man in researching and developing a strategy in the successful effort to save McGuire Air Force Base, NJ from closure.

Defense Base Closure and Realignment Commission **April 1991 to December 1991**
Press Assistant **Washington, DC**

Wrote press releases, press advisories, speeches, assisted in the coordination of press conferences and public hearings and answered press inquiries.

Utah Manufacturers Association **January 1991 to March 1991**
Legislative Assistant **Salt Lake City, UT**

Monitored and tracked legislation impacting businesses across Utah. Recruited new members.

California Governor's Office **April 1990 to June 1990**
Intern **Washington, DC**

Created and designed a program for a major tourism and product promotional event.

The Daily Universe **September 1989 to April 1990**
Assistant Style Editor/Sports Editor **Provo, UT**

Managed eight student reporters. Evaluated their stories for news content and use in the paper.

Education and Miscellaneous

Education: **Brigham Young University, August 1990, Bachelor of Arts --Public Relations, GPA 3.4**

Volunteer: **Scoutmaster**

Author: **Three Children's books and the creative idea for another**

Personal: **Married, three children. Sports and outdoors. Willing to relocate. Traveled to 31 countries.**

References and writing samples upon request

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DHS (MCHP) v. Vasquez

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John M. Molino

Summary

Experienced government relations/legislative affairs executive with strong background, excellent interpersonal skills, and documented track record of achievement.

Legislative Affairs

Twelve years experience in highly demanding legislative affairs positions, communicating a clear message to the US Senate and House of Representatives - first on the staff of the Secretary of the Army, later in the Office of the Secretary of Defense, and currently as Director of Government Affairs for the Association of the United States Army. Experience gained as a Legislative Assistant to a US Senator is used to advise the Association president on the intent and direction of the Congress. Organize timely and appropriate grassroots efforts. Testify before congressional committees. Represent Association in public forums. Write several monthly newspaper articles, tracking legislation and providing detailed analysis. Develop strategies for Association's interaction with Congress. Orchestrate visits with members of Congress and their staffs. Vast experience in personnel, health care, recreation, family services, training, education, and compensation issues. Build coalitions.

Management

Ten years of personnel management experience in positions of increasing responsibility. Initiate and manage newly formed programs. Improve cost effectiveness, productivity, and management efficiency world-wide as a consultant on a management assistance team, conducting thorough operational reviews and recommending management improvements to agency chiefs throughout the country. Hands on involvement as the chief of personnel management and personnel actions. Purview included assignments, promotions, dismissals, awards, utilization, and other management initiatives.

Administration

Ten years of executive level administrative experience serving on several occasions as the chief administrative officer, facilitating all administrative support. Prepare and review executive correspondence. Publish weekly organization bulletin. Allocate office space. Budget for travel and supplies. Automate a manual system of suspense control and office management. Planned, organized, and oversaw an international conference of NATO representatives. Coordinated agendas, reviewed program plans, arranged for spontaneous translations, and reconciled appropriate international equivalencies.

Academic

Executive Seminars Program, Kennedy School of Government, Harvard
MA in Human Relations, Webster University, St. Louis
BA in History, Saint Peter's College, New Jersey

Personal

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John M. Molino

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Career History

Feb 97 - Present

Director, Government Affairs, Association of the United States Army. Principal advisor to the association's president on congressional issues and initiatives. Primary point of contact for the 100,000 individual member nonprofit association. Organize grassroots efforts extending throughout the country. Represent the association in a 30-member coalition of association with similar interests, representing more than five million members. Author a monthly newspaper column of opinion, a weekly electronic legislative newsletter, and occasional feature stories. Testify before Congress on issues impacting the association's membership.

Jul 96 - Feb 97

Legislative Assistant, United States Senate. Senior staff member for national security and veterans issues for a United States Senator. Conducted oversight visits with and in lieu of the senator. Built coalitions and fostered successful working relationships with the staffs of other senators of both parties. Conducted liaison with the Executive branch on issues within my purview. Researched initiatives, staffed hearings, and made public appearances. Service was truncated when the senator announced his retirement.

Dec 94 - Jul 96

Assistant Director, Government Affairs, Association of the United States Army. Communicated the position of the 100,000-member association to Congress in support of the US Army as an institution and regarding specific current issues impacting the entire Army, as well as its individual members. Developed from nothing a grassroots organization to communicate hometown sentiment to members of Congress. Represented the association on Capitol Hill and in the general public. Authored several articles monthly, tracking and analyzing legislation and the legislative process. Testified before Congress and spoke in public forums. Represented the association in a consortium of 23 issue-related associations representing more than 3 million members.

Jun 92 - Dec 94

Legislative Assistant for Personnel and Reserve Affairs, Office of the Secretary of Defense. Focal point for communication between the Department of Defense, the military departments, members of Congress, and their professional and personal staffs on policies relating to personnel; compensation and benefits; morale, welfare and recreation; family services; and training and education. Guaranteed a clear and focused message reached Congress in an ironic era when decreasing budgets and a smaller Department of Defense came face to face with increased danger throughout the world. Prepared Department representatives (at the Under and Assistant Secretary level) for approximately 12 appearances before congressional committees each session of Congress.

John M. Molino

Career History (cont'd)

Jan 90 - Jun 92

Legislative Assistant for Personnel, Reserve, and Health Affairs, Office of the Secretary of the Army. Central point of contact for communication between the Army, members of Congress, and their professional and personal staffs on policies relating to personnel, compensation and benefits, training and education, health care, and family services. Coordinated with the Office of the Secretary of Defense, Assistant Secretary of the Army, the Army Staff, the National Guard Bureau, the Army Reserve, and the Army Surgeon General. Primary advisor to the Army's leadership on congressional subjects within area of expertise.

Jun 88 - Jan 90

Assistant Executive and Chief of Administrative Services, Office of the Chief of Legislative Liaison. Supervised the administrative support and the flow of information in the personal office of the Chief of Legislative Liaison, the Secretary of the Army's principal advisor for communication with the Congress. Budgeted for the organization's annual operation and travel expenses. Managed the assignment, reassignment, and professional development of organization personnel.

Aug 86 - Jan 88

Chief of Military Personnel, The Joint Staff. Managed assignment, replacement, and personnel actions of the more than 1200 military assigned to the Organization of the Joint Chiefs of Staff. Designed and staffed policies to accommodate new legal prescriptions reforming promotion procedures for each military service. Originated and guided to completion an internal restructuring of the nation's senior military staff. Supervised automation of the personnel management and awards recognition systems, improving services and cost effectiveness.

May 85 - Aug 86

Personnel Management Officer, US Army Europe. Reviewed and verified requirements for replacement of soldiers assigned throughout Europe, one year in advance of their scheduled return to the US. Analyzed more than 180,000 individual positions, distributed among 300 diverse occupational specialties, with a view toward making available inventory match future need, while maintaining manpower levels within a narrow tolerance dictated by international agreement.

Jun 84 - May 85

Management Consultant, Army Personnel Management Assistant Team. Reviewed all operational aspects and evaluated the efficiency of Army personnel offices throughout the country, identifying specific management challenges and recommending solutions and alternative approaches. Assistance visits increased efficiency and productivity, while improving customer service Army-wide.

John M. Molino

Career History (cont'd)

Jan 81 - Jun 84

Chief of Personnel Actions and, later, Chief of Personnel Management for the 25th Infantry Division. Managed the flow of every major personnel action, to include voluntary and involuntary releases from active duty, responses to congressional inquiries, investigations into duty and non-duty related accidents and injuries, and military awards. Designed and developed a quality-based reenlistment program, acknowledged as the best of its kind in the Army. Supervised personnel management support to the 10,000 person infantry division, including all assignments, reassignments, promotions, utilization, and other management initiatives. Planned for and submitted requests to replace known and unforeseen losses to ensure readiness and the continued assignment of qualified personnel.

1974 - 1981

Successive assignments with increasing leadership and management responsibility. Some examples: Chief Administrative Officer, initiate and manage the automation of administration and personnel management of a 1500 person organization. Establish a contingency data base of retirees, evaluate its accuracy, and identify program improvements. Plan and coordinate official visits of foreign and domestic dignitaries. Schedule individual and unit training for a 1,000 person organization.

Education

Civilian

Executive Seminars Program, Kennedy School of Government, Harvard
MA in Human Relations, Webster University, St. Louis, Missouri
BA in History, Saint Peter's College, New Jersey

Military

The Armed Forces Staff College
The Adjutant General's Officer Advanced Course
The Armor Officer Basic Course

Winner of the MacArthur Award for writing achievement at the Armed Forces Staff College class.