

**GEOFF MORRELL**

(b)(6)

Washington, DC 20016

**EXPERIENCE**

**ABC News**

Washington Bureau

White House Correspondent for World News and Good Morning America

May 2003-April 2007

*Primarily covered the White House for all weekend broadcasts, but also served as Jerusalem correspondent for a few months in 2004.*

Chicago Bureau

Correspondent for World News Tonight, Good Morning America and NewsOne

April 2000-April 2003

*Covered major stories throughout the nation and abroad, including the Iraq War from Central Command from Doha, Qatar.*

**WBBM-TV**

Chicago, Illinois

General Assignment Reporter, October 1996-March 2000

**KSAZ-TV**

Phoenix, AZ

General Assignment Reporter, September 1995-September 1996

**WSET-TV**

Roanoke-Lynchburg, Virginia

General Assignment Reporter/Weekend Anchor, April 1994-August 1995

**KATV-TV**

Little Rock, Arkansas

General Assignment Reporter, October 1992-March 1994

**ABC News**

Washington & New York

Desk Assistant/Researcher, 1990-1992

**George F. Will**

Research Assistant, 1987-1988

**EDUCATION**

**Columbia University Graduate School of Journalism**

Master of Science, 1992

**Georgetown University**

Bachelor of Arts, 1991

## **MARK A. MUNSON, SR.**

### **PERSONAL INFORMATION**

Mailing Address  
Work; Home; and Cell  
Work and Home E-mail Addresses  
Citizenship  
Veterans Preference  
Highest Federal Civilian Grade

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### **PROFESSIONAL SUMMARY**

Mr. Munson has a broad range of experience in the fields of public administration, leadership, and management, as well as national security and international affairs across a 30-year period. On a full-time basis, he has held nine positions of leadership with increasing levels of authority and responsibility. On a part-time basis as a Selected Reservist (1984-2007), he held ten positions of leadership culminating with seven consecutive years as a Commanding Officer (1997-2004), which included a mobilization assignment overseas in 2003 in support of Operation Iraqi Freedom. He has front-line operational experience working in support of four Combatant Commands and at a district headquarters staff of the U.S. Coast Guard. He has worked on the Joint Staff, at a Military Service headquarters staff, and at a Military Department Inspector General office, as well as at a Defense Agency and with the North Atlantic Treaty Organization (NATO). He was a member of the Defense Acquisition Corps for five years and served as a Program Manager with oversight responsibilities on programs worth several hundred million dollars. He has not only served as a career civil servant and in both Active and Reserve Components as a Commissioned Officer, but has also worked in the private sector.

He currently serves as a Senior Staff Member in the Directorate for Organizational and Management Planning (O&MP), Office of the Director of Administration and Management (ODA&M), Office of the Secretary of Defense (OSD) in the Pentagon. He is responsible for organizational and management planning in support of the Director of Organizational and Management Planning (Dir/O&MP), the Director of Administration and Management (DA&M), the Secretary and Deputy Secretary of Defense, and other senior DoD officials. He is responsible for organizational and management planning related to intelligence, counterintelligence, security, intelligence oversight, and intelligence-related matters. He is also the Program Director for the Secretary of Defense Biennial Review of Defense Agencies and DoD Field Activities. Over the course of his career, he has developed substantial knowledge and experience with organizational and management planning, arms control policy formulation, on-site inspection and verification operations, program and acquisition management, training and operational readiness, and command center operations. His supervisory experience is substantial, and includes serving as a first-, second-, and/or third-line supervisor, as well as rater and/or senior rater in seven organizations, offices, and commands. As a principal directorate deputy in two successive assignments, he led and managed two different operational directorates responsible for 24x7 worldwide operations.

Mr. Munson has pro-actively pursued both formal education and executive development training to constantly update his knowledge, skills, and abilities, and to prepare for future senior leadership and management positions. Regarding formal education, he holds a Bachelor of Science from the U.S. Naval Academy, two Master degrees from Harvard University, and one Master degree from the Naval War College. He has also taken five courses in the fields of financial management, economics, and organizational theory hosted by the University of Massachusetts and George Mason University. He has attended in-residence courses at the Federal Executive Institute, the Maxwell School at Syracuse University, and the Darden School of Business at the University of Virginia. He attended the DoD APEX course in 2002 and the DoD Emergency Preparedness Course in 2005.

## LEADING CHANGE

Mr. Munson has a significant amount of experience in leading change across a broad range of assignments. He has demonstrated the ability to bring about strategic change, and to develop and implement an organizational vision while integrating National, Department, and program goals and priorities in constantly changing environments. For example, he:

- **Lead Coordinating Manager—Defense Intelligence Organizational Portfolio:**
  - Played an influential leadership role in bringing about strategic change to the structure, organization, and management of Defense Intelligence within the Department of Defense. From 2003 to the present, he led Department efforts on more than 15 major projects to implement new laws and Administration initiatives. **Result:** From an organization and management standpoint, the Department has been able to meet and exceed both the spirit and intent of National and Defense Intelligence reform during this tumultuous period.
  - Developed an innovative series of plans from 2002 to 2005 standing-up a new Under Secretary of Defense for Intelligence (USD(I)) position along with the associated resources and supporting staff infrastructure, and served as the Lead Coordinating Manager and principal author of the USD(I) Charter Directive working in close partnership with senior personnel representing key DoD Component Heads. **Result:** The USD(I) and Office of the Under Secretary of Defense for Intelligence (OUSD(I)) staff became operational as intended and on time in support of the Secretary of Defense. Additionally, the USD(I) was well positioned to exercise authority, direction, and control over the Defense Intelligence Components even during a high risk period of great change inaugurated in large measure by the Intelligence Reform and Terrorism Prevention Act of 2004.
- **Lead Coordinating Manager and Principal Author—DIA Charter Directive:**
  - Led, managed, and directed a thorough revision to the DoD charter directive on the Defense Intelligence Agency (DIA). Anticipating a lengthy and complex effort and capitalizing on a strong understanding of the environment external to ODA&M and the Department, he initiated the use of and chaired a 25-member DoD-wide Working Group (WG) composed of senior DoD representatives, as well as representatives from the Office of the Director of National Intelligence (ODNI); the DIA Charter WG included more than ten members of the Senior Executive Service (SES), Defense Intelligence SES (DISES), Defense Intelligence Senior Level (DISL), and Senior National Intelligence Service (SNIS) members. **Result:** The WG model provided a means to enhance buy-in from a diverse set of stakeholders, while also providing a means to quickly vet major issues and problems before the start of formal coordination. This process model was and remains a key driver behind ODA&M success in supporting the USD(I) and OUSD(I).
  - Quickly overcame at least seven major set-backs during the two-year effort, including strong ODNI opposition to charter content, numerous legal issues, and several unanticipated organizational developments affecting DIA. **Result:** The DIA charter has now been completed, and will be submitted for signature to the Deputy Secretary in February or March 2008. As a result, the Director of DIA will soon have updated guidance from the Secretary of Defense to carry out the mission of this large and complex Defense Agency. Importantly, it will also serve as a key foundational instrument driving mission-critical updates to the directives on the other Defense Intelligence Components prior to the end of the current Administration.
- **Program Director, Biennial Review Program:**
  - Developed an organizational vision of continuous process improvement while serving as the Program Director for the Secretary of Defense Biennial Review of Defense Agencies and DoD Field Activities from 1998 to the present. Adapting to changes within the Department, he

transformed a nascent program with significant problems by conceptualizing and implementing more than 18 key improvements to the Program during this period. On a sustained basis, he explained and advocated the Biennial Review to dozens of political appointees, SES members, and General Officers/Flag Officers in individual meetings and in high-visibility briefings. He formulated and revamped Program objectives and priorities on a continuous basis, and capitalized on opportunities and managed risks well. **Result:** The Biennial Review became one of the key instruments used by the senior leadership of the Department to assess the performance of 29 DoD organizations with combined budget resources of more than \$65 billion and 85+ major business lines of operation/mission areas.

- Developed and successfully sought the approval of senior managers in 2006 to implement a significant set of improvements to the Biennial Review. These improvements were composed of formally seeking and including the views of the Secretaries of the Military Departments, the Chairman of the Joint Chiefs of Staff (CJCS), and key OSD Principal Staff Assistants (PSAs) in the assessment, and were aligned with the long-term goals of the ODA&M and the Department. **Result:** The Secretary and Deputy Secretary and other senior DoD leaders received valuable and high-level feedback on the performance of the Defense Agencies and DoD Field Activities with a renewed emphasis on input from their particularly key senior leaders, such as the CJCS.
- Initiated and maintained a strategic partnership with industry in carrying out the Program by managing and leading the acquisition of a best-in-class company associated with measuring performance metrics in general and in measuring organizational-customer satisfaction in particular. He capitalized on a highly innovative contract arrangement using contract-award years, and in so doing significantly reduced the risk of contract-support turnover for the next five years. He also initiated adjustments to the Program schedule so that the conclusion of the next cycle will be aligned well with the next Quadrennial Defense Review and the transition of the next Administration. These initiatives required the ability to lead change. **Result:** The Biennial Review process was kept dynamic and relevant for use by the senior leaders of the Department.
- **Deputy for Monitoring Operations, On-Site Inspection Agency:**
  - Served as the second ranking leader/manager of an operational directorate to a succession of senior colonels, and developed a reputation for motivating subordinates to translate organizational goals and vision into direct action. Under his leadership from 1989 to 1994 and with the directorate head on temporary duty overseas 50+% of the time, he served as the Acting Director six months each year, while also serving as the permanent directorate principal deputy responsible for the day-to-day leadership and management of the organization. Under his direction and oversight and acting as a catalyst for change, the directorate grew from 35 employees to a workforce of more than 185 personnel working in a highly visible, operational environment with 24x7 operations across 19 time zones. **Result:** During this period, the on-site inspection and arms control environment was highly dynamic at both international and national levels. In spite of this challenging landscape with constantly changing conditions, the directorate and the agency developed and maintained a reputation as a center for arms control excellence.
  - Led, managed, and directed an operational program as the Deputy that included a headquarters staff in Washington, DC, a field operating command in the Union of Soviet Socialist Republics and then the Russian Federation (30 U.S. Inspectors on 24x7 duty at a Soviet/Russian missile production facility 600 miles east of Moscow at the Votkinsk Machine Building Plant), and a field operating command in Magna, Utah (U.S. escort and support operations for 30 Soviet/Russian inspectors at the Hercules Rocket Motor Production Plant), as well as a liaison office at an operations test bed at Sandia National Laboratories in Albuquerque, New Mexico. In addition to overseeing these substantial operational activities, he also represented the directorate and the Agency at many meetings in the interagency, as well as in OSD and the Joint Staff when expertise with on-site inspection matters were needed. Finally, he developed

the directorate's strategic view, since portal monitoring provisions were being included in a number of other emerging treaties and international agreements, and a substantial increase in mission requirements were possible. **Result:** His operational directorate carried out a complex set of Treaty verification requirements in a highly successful manner; U.S. compliance with the U.S. Government Portal Monitoring\* provisions of the Intermediate Range Nuclear Forces (INF) Treaty and the Strategic Arms Reduction Treaty were met. Further illustrating directorate and Agency successes, he was nominated by the Director of OSIA to compete for a U.S. Government-wide Excellence in Administration Award during this period. \* (Note: For the purposes of these arms-control treaties and agreements, a "portal" is an exact location through which treaty-limited items must pass so that Inspectors and Monitors can inspect them to ensure treaty and agreement compliance.)

## **LEADING PEOPLE**

Mr. Munson has led groups of people ranging from two-to-three people to organizations with a workforce of 150+. He has led organizations in operational settings as well as in headquarters-staff environments, and has worked in both CONUS and overseas locations in a myriad of challenging settings with highly successful results. Emphasizing principle-centered leadership, he has fostered inclusive and diverse workplaces that emphasized the development of others, facilitated cooperation and teamwork, and supported the constructive resolution of conflict. For example, he:

- **Lead Coordinating Manager—Two Key Charter Directives and OUSD(I) Partnership:**
  - Led the successful development of the organizational charter directive drafts on the National Security Agency (NSA) and the National Geospatial-Intelligence Agency (NGA). Beginning in 2005, he established and maintained close partnerships with key senior managers at NSA and NGA, and in frequent meetings and communications with them in consultation with representatives of the USD(I), he was able to prevent and/or mitigate counter-productive organizational tension and personal confrontations during the on-going development process. Since both of these Defense Agencies are in the top tier of the Intelligence Community, Mr. Munson had to develop and maintain trust among and between key stakeholders, including senior representatives from the OUSD(I), DoD Office of the General Counsel (OGC), and ODNI. **Result:** By initiating a methodology centered on teamwork and cooperation across organizational boundaries and encouraging creative tension, he was able to lead an unprecedented, multi-year effort to update the NSA and NGA Charter Directives. (Note: It is anticipated that these directives will be submitted for signature by April 2008.)
  - Created and maintained a strategic partnership with the OUSD(I) that encourages organizational and individual feedback treating all OUSD(I) offices as the organizational customers of O&MP. Considered a trusted agent within OUSD(I), he has been included in OUSD(I) directorate off-sites/internal meetings, and entertains frequent requests for information and advice on a daily basis from OUSD(I), DIA, NSA, NGA, Defense Security Service (DSS), and DoD Counterintelligence Field Activity (CIFA) senior personnel. He has allocated and continues to dedicate a substantial amount of time developing the knowledge and understanding of staff contacts at these Defense Intelligence organizations regarding DoD organization and management planning matters. **Result:** The OUSD(I) staff has significantly improved its compliance with Deputy Secretary of Defense guidance on DoD Directives policy and metrics, and is significantly better able to provide crucial guidance to the Defense Intelligence Components in support of the Global War on Terrorism as a result.
- **Coordinating Manager, Organization and Management of National Reconnaissance Office:**
  - As Chair, led a formally constituted Working Group (WG) from July to October 2005 that reviewed the historical origins and current organization, management, and governance arrangements of the National Reconnaissance Office (NRO), and developed a series of propos-

als to update these arrangements. He orchestrated a set of WG business rules that enhanced each member's ability to contribute and provide feedback to the development and implementation of the work plan. Notably, the WG was composed of several SES members, two general officers, and numerous O-6/GS-15s. **Result:** In response to a tasking from the Secretary of Defense, he conceptualized, developed, implemented, and concluded a formidable effort to update the organizational and management relationships of one of the most complex Defense Agencies in the Department of Defense. While the Secretary of Defense placed a hold on this effort, a roadmap was developed that set the stage for an update of NRO organizational arrangements by the end of 2008.

- Served as the Executive Secretary of the NRO Executive Review Group (ERG), which was co-chaired by the DA&M and the Deputy Under Secretary of Defense for Policy, Plans, and Resources in the OUSD(I). He led the development of agendas for three ERG meetings, which included development of issue papers, briefings, and meeting minutes—all of which were produced by the NRO WG under his guidance and direction. Throughout this period of effort, he successfully emphasized the resolution of conflicts and disagreements in a constructive manner. **Result:** The ERG was poised to make a final set of recommendations to the Secretary and the DNI on the NRO. Even though the Secretary stopped the NRO work plan from going forward, the tough preparatory groundwork for completing important organizational and management updates was completed.
- **Commanding Officer, Military Sealift Command European Port Operations Unit:**
  - Assumed command of a 65-person Navy Reserve Unit supporting the Military Sealift Command (MSC) of the Department of the Navy two weeks after 9/11. He was responsible for Unit operations, mobilization management, readiness and training, budgeting and budget execution (including an extensive training and TDY budget), officer and enlisted performance reports, and promotion recommendations. **Result:** An immediate and sustained emphasis on cooperation and fostering team spirit led to the accomplishment of many key goals, including substantial improvements in overall readiness and in direct-mission support to the Unit's principal organizational customer, MSC, in the first year alone.
  - Led, managed, and directed the preparation of the Unit for an unprecedented period of active duty recalls, and converted a Reserve Center-centric training program (principally in classrooms with lectures) to an operational and real-world training program. With the focus of developing all officers, Chief Petty Officers, and enlisted personnel, he initiated a six-fold increase in training with the Fleet at key sealift logistics ports, including Norfolk, VA, Port Canaveral, FL, and Baltimore, MD. Emphasizing team commitment, team learning, and Unit pride, Unit members were inspired to not only complete identified support requirements, but also volunteered to provide additional support to MSC and other operational Navy commands. **Result:** In 2003-2004, the Unit was ranked in the top 8% of 265 Units with 8,000 Navy Reservists in Navy Readiness Command Mid-Atlantic Region. In addition, the Commander, MSC submitted a personal request to the Commander, Navy Reserve Personnel Command to extend him in a third year in Command, which was approved. (Note: Extensions for Navy Reserve Unit Commanding Officers are rare, since Navy Reserve O-6 Command assignments are limited to two years.)
- **Advocate for Developing, Mentoring, and Rewarding Subordinates:**
  - Constantly worked to recruit young professionals into the federal workplace throughout his DoD civil service career. Due to his personal commitment and persistence, he has been the formal mentor and sponsor to nine undergraduate and graduate student interns since 1989. **Result:** Six of the nine interns accepted jobs with the Federal Government.
  - In military and civilian positions, he has been the nominating official for more than 165 military or civilian awards for subordinates and peers. His executive skill in recognizing and rewarding employees for their efforts and contributions as well as motivating them to excel and

to realize their maximum potential is a dominant theme in his career. **Result:** Subordinates and peers who have worked for and with him have benefited from his positive attitude and his emphasis on recognizing top performers using the full array of honorary and cash awards, as well as extremely strong promotion recommendations, performance appraisals, and recommendations for new positions, when appropriate.

## RESULTS DRIVEN

Mr. Munson has demonstrated the ability to meet organizational goals and customer expectations. He can make decisions that produce high quality results by applying technical knowledge, analyzing problems, and calculated risks. He personifies a results-driven ethic that stresses accountability, continuous improvement, responsiveness, and high quality results based on a strategic view. For example, he:

- **Program Director, Biennial Review Program:**
  - Conceptualized, developed, and implemented a strategic effort regarding the Biennial Review that treated each Defense Agency and DoD Field Activity as an organizational customer of OSD and to implement the Program using customer-service principles. Prior to 1998, a number of Defense Agencies did not understand the key underpinnings of the Biennial Review, which was to provide an independent means for the Defense Agencies and DoD Field Activities to receive organizational-customer feedback on their products and services in order to improve their respective operations, while also providing the Secretary of Defense and his key OSD PSAs with important performance information regarding the Defense Agencies and DoD Field Activities. **Result:** With this approach, Mr. Munson was able to significantly increase the support for the Biennial Review by the senior leaders of the Defense Agencies and DoD Field Activities, and he was able to overcome and reverse numerous negative views of the Program, which significantly increased its value to Department decision-making. For example, the Ballistic Defense Missile Organization (now the Missile Defense Agency) argued that its unique mission should exempt it from participating in 1998. From 1988 to 1999, NSA argued that it should be exempt because if its mission and the exemption approved by Secretary of Defense Frank Carlucci in 1988 after the Goldwater-Nichols Act of 1986 was enacted into law. In 2001, leaders at the Defense Information Systems Agency argued that it should be excluded from the Biennial Review because many of their customers were required to use their products and services, and, therefore, customer feedback would be seriously distorted and irrelevant. In 2004, DIA argued that its mission was too unique to be included in the Biennial Review, and that feedback was already provided in the Combat Support Agency Reviews sponsored by the Operations Directorate (J-8) of the Joint Staff on behalf of the CJCS. **Result:** In each case and through persistence and determination, Mr. Munson's strategic outreach efforts reversed every one of these negative views. Taking a number of risks by treating each Defense Agency and DoD Field Activity as an organizational customer of the ODA&M and OSD, he was able to seek and factor their feedback and include many of their recommendations, thereby securing their buy-in.
  - Developed, advocated, and adhered to a highly pro-active path of continuous improvement since assuming responsibility for the Program in 1998. As the principal author of each Biennial Review Report, he improved the clarity of presentation and description of results with each publication. He constantly directed the support team to improve the analysis and to generate alternative solutions with each DoD-wide organizational customer survey effort, which has continued to serve as the core data-gathering methodology of the Biennial Review. **Result:** He actively and quickly engaged the senior leadership of the Defense Agencies and DoD Field Activities whenever an input or a response was not up to the standards that had been established, and he resolved these situations smoothly even when there were unpleasant consequences.

- **Lead Coordinating Manager—Placement of the Intelligence Oversight (IO) Function:**
  - Led a sustained and difficult effort from late 2004 to the present reviewing the organizational placement of the IO function historically performed by the Assistant to the Secretary of Defense for Intelligence Oversight (ATSD(IO)) within the Department. Based largely on his technical credibility as a Defense Intelligence organizational and management subject matter expert, he led the Department effort to identify the best organizational options. The crux of the issue was whether the IO function should be carried out under the auspices of a senior official reporting directly to the Secretary, or whether the function should be assigned to another DoD or OSD Component Head, such as the Inspector General of the Department of Defense (IG DoD). **Result:** Overcoming a myriad of set-backs and managing/directing four formal rounds of coordination and innumerable political, policy, and legal set-backs, his efforts ensured the Secretary of Defense was presented with a viable set of options, which culminated with a decision in late August 2007. This effort was followed by another round of review, which resulted in an additional Deputy Secretary of Defense decision in February 2008. Communicating with the Acting ATSD(IO), the DoD OGC, the Office of the Inspector General (OIG) of the Department of Defense, and other stakeholders required pro-active and engaged communications and negotiating skills throughout this multi-year and challenging effort.
  - Demonstrated the knowledge, skills, and abilities of a results-driven work philosophy and focus. Throughout this three-year effort, he allocated a significant amount of time working closely with the Acting ATSD(IO) and his staff, since they were—and remain—the key customers second only to the Secretary of Defense in this organizational-placement review. By taking this customer advocacy approach, Mr. Munson was able to keep the staff effort focused on the key issues. At important junctures, he exhibited important decisiveness in taking the next staff-action step, whether it was another move to get an updated DoD OGC coordination or an effort to provide updated advice to the DA&M or the Special Assistants to the Secretary and Deputy Secretary of Defense. **Result:** His technical credibility in the area of Defense Intelligence and Intelligence Oversight and his resilient ability to solve problem after problem as they arose literally kept this action on track. As a result, the Secretary and his key senior advisors were presented with top-notch analyses and recommendations across a very protracted effort. As an example of the demonstrated quality of his work, the IG DoD hand wrote the following on one of Mr. Munson's substantial staff packages going to the Secretary of Defense: "This Action Memo is extremely well done."
- **Lead Coordinating Manager—DoD Responsibilities with National Security Space (NSS):**
  - Led a comprehensive DoD-wide effort to respond to a Deputy Secretary of Defense tasking to identify all current NSS responsibilities across the Department. The response, which was formally coordinated in a challenging seven-month effort in 2006-2007, described the responsibilities of 35 senior officials and commanders, as well as 17 boards, councils, or committees that provide advice to the Secretary of Defense and provide corporate guidance or functional direction on NSS matters to the DoD Components. **Result:** The Deputy Secretary of Defense was provided key information that will inform his decisions with improving NSS management and programs in the Department well into the future, and will inform important National and Defense decisions that need to be made regarding the financial, human capital, and technology dimensions of National Security Space operations, programs, and activities across the Department of Defense.
  - Managing the coordination effort and developing the final staff package required substantial use of communications skills given the large number of senior stakeholders involved. To ensure the accuracy, relevance, and clarity in the information to be provided to the Deputy Secretary, he quickly re-coordinated the integrated summary instruments on numerous occasions with key subject matter experts and then persistently communicated with appropriate senior leaders and managers whose organizations had not yet responded to the tasker. **Result:** Under the circumstances and given the fact that a comprehensive summary of organization and management



arrangements of NSS had never been conducted before by ODA&M, Mr. Munson completed this major project quickly—and it significantly benefited Deputy Secretary of Defense decision-making.

## **BUSINESS ACUMEN**

Mr. Munson has demonstrated executive business acumen in many ways in his assignments as a GS-15/YA-3 and as a Captain in the U.S. Navy Reserve. He has managed human, financial, and information resources in a strategic and highly effective manner. For example, he:

- **Program Director—Biennial Review Program:**
  - From 1998 to the present, developed, acquired, and managed five distinct Biennial Reviews drawing upon the full range of resources necessary for programmatic and operational success. He developed and managed a highly dynamic human capital strategy and innovative multi-sector workforce that included the use of a formal network of more than 80 senior representatives from OSD, the Joint Staff, the Defense Agencies, and DoD Field Activities, as well as a contractor support team of six personnel (including a retired Army Lieutenant General). **Result:** Each member of this network represented the equities of their respective organizations, and as a result the Biennial Review Program has continuously improved its value to the senior leadership of the Department with each biennial cycle.
  - Developed and managed the financial plan supporting the Biennial Review through the program, planning, and budgeting process anchored in the O&MP annual and multi-year budget plan. Since 1998, he has been responsible for total programmatic dollars in excess of \$4 million, and he managed and executed these financial resources in a high impact and cost-benefit manner. **Result:** The organizational customer feedback on the Defense Agencies and DoD Field Activities significantly improved the ability of these organizations to meet their mission requirements.
  - Advocated and managed an increasing emphasis on leveraging technology for Program execution. Starting with the 2001-2002 Biennial Review and based on his leadership and emphasis, more than 85% of the 10,000+ organizational customer surveys for each cycle were conveyed and processed using a secure Internet web site. **Result:** A higher survey response rate was achieved using the Internet than would have otherwise been the case, and accuracy and fidelity of survey results significantly improved as well.
  
- **Lead Author and Coordinating Manager—DoD CIFA Stand-Up:**
  - Led, directed, and managed the organizational and management planning effort over an 18-month period that led to the establishment of the DoD Counterintelligence Field Activity (CIFA) in 2002. He developed the stand-up plan, the organizational-management structure, and the approval and implementation instruments for Deputy Secretary of Defense. **Result:** The post-9/11 environment required an improved and expanded approach to counterintelligence in the Department, and the establishment and operations of the DoD CIFA greatly strengthened the counterintelligence posture of the Department.
  - Provided key inputs to the stand-up business plan, which included a full resource plan and analysis across more than 10 DoD Components in the field of counterintelligence. He provided more than 25 specific recommendations across all aspects of establishing a new DoD Component to the stand-up team and key OSD PSAs. These recommendations included acquisition authorities, workforce composition, and organizational structure. **Result:** The nascent leadership team responsible for the stand-up—including the senior official who would become the first Director of DoD CIFA—all benefited significantly from Mr. Munson's advice and recommendations from an O&MP perspective.

- **Program Director—Portal Monitoring Program Management:**
  - Served as the supervising Program Manager and then Program Director responsible for all acquisition and contracting support so that the On-Site Inspection Agency (OSIA) on behalf of the United States Government could achieve its required Portal Monitoring mission from 1989 to 1994. Initially focused only on the INF Treaty, he developed an innovative organizational vision and strategy that anticipated an expanded mission for the Agency, and built an innovative contract arrangement that provided for expanded options for support in case future arms control treaties contained Portal Monitoring requirements. **Result:** The Department of Defense was able to meet all U.S. Government portal monitoring provisions, which, in turn, significantly reduced the threat of nuclear weapons previously targeted at the United States, Europe, and other U.S. allies.
  - Drawing upon the Agency's financial processes, oversaw the program budget, led and oversaw the development of numerous, complex Statements of Work, and partnered with a variety of Contracting Officers to ensure that all monitoring and inspections were fully supported with the right experts at the right time. He successfully oversaw contract programs with a combined value of more than \$200M, and was also responsible for overseeing the operations and maintenance of a nine million electron volt industrial x-ray system operated by U.S. Inspectors on a 24x7 basis at the U.S. inspection site near Votkinsk, Russia. The logistics, repair, and maintenance effort associated with this major piece of inspection and verification equipment demonstrated his ability to use technology in a highly effective manner to achieve mission success. **Result:** OSIA demonstrated strong stewardship of taxpayer monies while also meeting all Portal Monitoring requirements in a highly cost-effective manner.
  
- **Commanding Officer, Military Sealift Command European Port Operations Unit:**
  - From 2001 to 2004, led, managed, and directed the full spectrum of resources necessary for Unit operations and mission accomplishment, including \$1.2M in annual training and readiness budget. During this timeframe, the Navy Reserve was transitioning between IT systems that processed the orders for active duty training, active duty for special work, and additional active duty for training. He devised a Unit-led financial management and tracking process that compensated for the weaknesses of the Component-wide system, and achieved a 100% funds usage rate for training and readiness in spite of these obstacles. **Result:** All Unit members were able to complete their mandatory readiness training during all three years, and were ready for mobilization, if needed.
  - Pro-actively acquired and administered human, financial, material, and technology resources to support the Unit mission, which was to be ready to lead and conduct cargo operations in any port on the East and Gulf coasts of the United States and at any major port in Europe. As the Rater and Senior Rater for all officers and enlisted personnel in the Unit, he was extremely proactive and thorough with all performance evaluations, which are the principal drivers behind all military advancements and promotions. He maintained a 100% on-time submission rate for more than 425 performance and performance-related documents over his three-year command. He also was highly successful recruiting individuals to join the Unit, and from his first to third year filled all vacant enlisted billets. As a strong advocate of recognizing top performers, he also nominated more than 35 personnel for personal awards. **Result:** His Unit had a demonstrated high volunteer rate for mission assignments driven largely by high morale.

## **BUILDING COALITIONS**

Mr. Munson has excelled at building coalitions both internally to the Department of Defense and externally with other federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, and international organizations to achieve common goals. For example, he:

- **Coordinating Manager in Strategic Partnership with DoD OGC:**
  - Collaborated with the DoD OGC staff across a substantial range of actions, projects, and programs that included, but were not limited to, Defense Intelligence Component charter directives, recent Secretary of Defense-DNI Memoranda of Agreement, and a variety of information and white papers, such as a seminal paper on the historical underpinnings and current management and legal interpretation and application of the terms “authority, direction, and control” within the Department. **Result:** Through consensus building and cooperation pursued over a multi-year period, he played a central role in maintaining and enhancing the ODA&M-DoD OGC organizational relationship.
  - Developed and maintained strategic relationships with a number of senior attorneys with the pro-active purpose of preserving the prerogatives and authorities of the Secretary of Defense, while acknowledging that the Director of National Intelligence (DNI) also possesses important responsibilities and authorities. **Result:** In so doing, he was able to identify and adapt to both internal and external politics with a precise understanding of organizational and political reality.
  
- **Lead Directorate Outreach Manager, DoD Overview Briefing:**
  - Served as the lead preparer and briefer for the *Organization and Management of the Department of Defense* and *DoD Overview Briefing* from 1999 to the present. He expanded ODA&M and O&MP organizational networks and potential future organizational allies internal to the Department of Defense by presenting these briefings to a wide array of audiences, including more than 750 members of the DoD SES corps as participants in the DoD APEX Course. He also provided briefings to nine classes at the Joint Counterintelligence Training Academy from 2004 to the present. The slides for these briefings were also used in November and December 2006 as part of the transition for the then-incoming Secretary of Defense. **Result:** These executives and senior operational managers gained important insights into the authorities of the Secretary of Defense and DoD organizational structure and management priorities that informed their future management actions and leadership decisions within their respective organizations.
  - Expanded DoD networks and influence externally by presenting briefings to a myriad of senior officials from foreign governments and audiences external to the Department, including several Ministers of Defense from a number of South and Central American countries, the Deputy Minister of Defense from the Republic of Ukraine, students from the United Kingdom, graduate students from Georgetown University, and participants in the Department of State Senior Seminar. **Result:** These senior officials gained a better understanding of key DoD organizational, structural, and management characteristics, as well as governance and decision-making processes within the Department that could be used, as applicable, in their own organizations and countries.
  
- **U.S. Port Captain for Antwerp, Belgium and Rotterdam, The Netherlands:**
  - In two of the largest ports in the world and in a tense political atmosphere and extremely difficult operational environment, led a diverse group of U.S. Navy personnel responsible for the staging and on-load of more than 20 roll-on/roll-off sealift cargo ships, many of which were commercial ships under contract with the U.S. Government. He was also responsible for coordinating anti-terrorism/force protection activities with the host governments, national and local law enforcement, host nation military, and port authorities. **Result:** Relations with both the governments of The Netherlands and Belgium were well maintained regardless of the larger politico-military landscape with combat operations imminent in and around Iraq.
  - Led the certifying and delivering of sailing orders to the Masters and First Mates of roll-on-roll-off ocean-going cargo ships. He overcame numerous obstacles with each load-out and was able to negotiate and modify the sailing orders, and often communicate these directions to Masters who were not native speakers of English. **Result:** In spite of substantial anti-war demonstra-

tions both pier side and harbor side and the wide variety of ocean-going cargo ship crews, the mission of transporting billions of dollars of Army and Air Force equipment to USCENTCOM via sealift from Europe was successfully carried out; all equipment arrived on time in the Mediterranean, and then in the Gulf according to plan, and was ready for use at the start of Operation Iraqi Freedom.

- **DoD Treaty Representative to the Republic of Turkey:**
  - Served as the DoD Conventional Forces in Europe (CFE) Treaty Representative to the Republic of Turkey from October 1995 to February 1996 during a treaty-based, intensive inspection period aimed at recertifying the levels of CFE Treaty Limited Items. He developed personal and organizational alliances with senior U.S. officials at the U.S. Embassy in Ankara and base commanders at more than 15 Turkish, NATO, and U.S. bases and installations within the Republic of Turkey. **Result:** Demonstrating astute political savvy, he led, directed, and conducted highly successful inspection missions in compliance with the CFE Treaty during this multi-month, highly visible effort.
  - Achieved a high degree of success in spite of very difficult and tense situations between the Turkish General Staff and Russian Federation Treaty Inspectors and representatives regarding the implementation of CFE Treaty inspection provisions. Emphasizing cooperation to achieve the common goal of a successful implementation of a major arms-control treaty and a key instrument to maintain peace and security in Eurasia, he pro-actively and forcefully represented the Department of Defense and the U.S. Government in pre-inspection meetings and negotiations, and was able to gain the cooperation and support from his international counterparts. **Result:** Recertified baseline inspections for the CFE Treaty in the Republic of Turkey were successfully carried out.
- **Commanding Officer, Supreme Allied Command—Atlantic Headquarters Unit, NATO:**
  - Led, managed, and directed a 33-person Navy Reserve Unit with 11 Captains/O-6s and eight Commanders/O-5s as a Captain in the U.S. Navy Reserve. Although Mr. Munson's Unit was based out of the Washington, DC area, he led his Unit to record-setting levels of direct operational support to the SACLANT Headquarters Staff in Norfolk, VA. **Result:** At the end of his two-year assignment, the senior U.S. Navy Admiral on the SACLANT staff ranked him #1 out of 8 other Reserve Unit O-6 Commanding Officers.
  - Conceptualized and implemented a direct-support program unprecedented in the recent history of SACLANT Headquarters. This achievement was particularly noteworthy in that his Unit members lived across the United States in 14 different states. **Result:** The Unit provided direct support to 37 major projects, programs, and activities supporting activities in Norfolk, VA, Mons, Belgium, and Brussels, Belgium, as well as numerous military-to-military missions conducted by NATO to other countries in Europe, Asia, and Africa. Unit members received an unprecedented number of personal military awards, including five awards of the Defense Meritorious Service Medal.

## EDUCATION

Master of Arts in National Security and Strategic Studies, United States Naval War College (NWC), Newport, RI; Degree awarded in June 1998. **Key courses:** Strategy and Policy; National Security Decision Making; and Advanced Research Project supporting the NWC Global War Game 1998. Electives: Maritime Sovereignty and Ocean Policy; and Joint Land, Aerospace, and Sea Simulation course and global crisis game, which was held at the Air War University, Maxwell AFB, AL.

Master of Arts in Regional Studies on Russia, Eastern Europe, and Central Asia, Graduate School of Arts and Sciences and the Russian Research Center, Harvard University; Degree awarded in June

1988. Key course areas: U.S. and Soviet/Russian Foreign Policy; Politics and Domestic Economics in Centrally Planned Economies; Governmental structure and processes in the USSR; Cultural and Ethnic History of Russia and the Soviet Union; General History; and, the Russian language.

Master of Public Administration, Kennedy School of Government, Harvard University, Cambridge, MA; Degree awarded in June 1987. Key course areas: Defense Policy, Planning and Budgeting; Defense Strategy and Resource Allocation; Federal Policy Development; and Ethics in Government.

Bachelor of Science in Naval Science with a Minor Equivalent in Russian Area Studies, United States Naval Academy, Annapolis, MD; Degree awarded in June 1978. Key courses: Calculus; Chemistry; Physics; Thermodynamics; Electrical Engineering; Naval Engineering; Leadership; Weapons Development and Tactics; Navigation; History of the U.S. Navy; the Russian language; Russian and Soviet History; and Communism in Theory and Practice.

**Continuing Education:**

- Organizational Theory, George Mason University, 2001.
- Macroeconomics and National Security, University of Massachusetts, 2001.
- Microeconomics, University of Massachusetts, 2000.
- Financial and Managerial Accounting, University of Massachusetts, 2000.
- Financial Accounting, University of Massachusetts, 1999.

**Professional-Development and Executive Leadership Training:**

- Defense Leadership and Management Program Graduate, July 2005.
- DoD Emergency Preparedness Course, 2005.
- National Incident Management System Course, Emergency Management Institute, Federal Emergency Management Agency, 2005.
- Executive Leadership, Darden School of Business, University of Virginia, 2004.
- APEX Orientation Course (attended the FEI portion), 2002.
- National Security and Management Course, Syracuse University and John Hopkins, 1996.
- Federal Executive Institute, 1993.

**Short Course Examples** (A comprehensive list can be provided upon request):

- Congress and Intelligence, Government Affairs Institute, 2000 and 2002.
- Hearings and Congressional Testimony, Government Affairs Institute, 1999.

Mary Claire Murphy

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#### PROFESSIONAL EXPERIENCE

- *currently VP for Meetings & Conventions at US Telecom Assoc.*  
The Eagleburger Commission  
Special Assistant to the Chairman 1998 <sup>2001</sup> ~~present~~

- Principal staff to former U.S. Secretary of State, Lawrence S. Eagleburger, in the development of an International Commission founded with the mandate of establishing a comprehensive and worldwide claims effort to expeditiously address and resolve the issue of unpaid insurance policies issued to victims of the Holocaust. Developed procedures and protocol for supervising 100 person Commission, composed of sovereign, corporate and non-governmental organizations. Responsibilities include Commission management, media relations, strategic planning and liaison with official observers from the governments of Belgium, the Czech Republic, France, Germany, Italy, Israel, the Netherlands, Poland and the United States. Assisted in the development of the Commission's regulatory processes, managing and planning the development of standards, guidelines, policies, advertising campaigns and administration.

#### Cellular Telecommunications Industry Association

Vice President, Association Programs 1996 -1998  
Executive Director, Special Projects 1994 - 1996

- Directed the department responsible for 46% of Association's annual operating revenue. Supervised and implemented all aspects of the Association's two annual conventions, ranging from 2000 to 24,000 attendees. Developed and administered the Association's \$15 million annual convention budget, resulting in an increase of the convention's gross revenue by 233% in four years. Implemented targeted marketing and promotional campaigns resulting in a 150% increase in convention attendance. Responsible for over 200 Association programs annually, including conferences, seminars, Board of Directors meetings, CTIA Foundation and International VIP events. Supervised the reorganization and management of the association's Meetings & Convention department, and successfully established and implemented new in-house Creative Design division.

#### U.S. Department of State

Assistant Chief of Protocol 1991-1993

- Directed the Office of Protocol Ceremonial Division and its staff of twelve. Responsible for organizing all official ceremonial functions hosted by the Secretary of State and other high-ranking U.S. Government officials, including U.S. visits by foreign heads of state, Inaugurations, State funerals, Joint Meetings and Joint Sessions of Congress as well as managing participation of the Diplomatic Corps in same public events. Responsible for protocol guidance for all ceremonial events, and creation of new policies and procedures governing U.S. diplomatic protocol.

**Ruder Finn, Inc.****Vice President, Director of Corporate Communications 1989 -1991**

- Supervised the Arts & Communications Counselors division in the Washington office and served as liaison between numerous Fortune 500 corporate clients and cultural institutions. Managed a variety of sponsorship and marketing programs in the health and education fields. Created partnerships among corporate, government and non-profit entities to advance their respective interests through collaborative projects. Clients included Chase Manhattan Bank, Citicorp, Glaxo, ICI Americas Inc., Jos. E. Seagram & Sons, First Brands and Ford Motor Company.

**Rogers & Cowan, Inc.****Director of Sponsorship Programs 1983 -1989**

- Responsible for creating, planning and coordinating all aspects of public affairs programs and special promotional projects for all clients of the firm, including AT&T, Ford Motor Company, RJR Nabisco, American Express, Philip Morris, Polaroid, Home Box Office, J.C. Penney Company and Xerox Corporation. Planned and supervised all logistics to implement conferences, press events, movie and theatre premieres, exhibition openings and receptions throughout the U.S. and Europe.

**Republican National Committee****Assistant Coordinator of Women's Programs 1982 - 1983**

- Served as the assistant to the director of women's outreach programs and forums across the United States in preparation for the 1984 Presidential election.

**AWARDS**

- 1996 ASAE Best Promotional Campaign Award – "WIRELESS"
- 1996 Telly Award, Mandela Film
- 1996 International Academy of Communications Arts & Sciences, Mandela Film
- U.S. Department of State, Meritorious Service Award December, 1992
- Rogers & Cowan, Inc. 1987 Star of the Year Award

**EDUCATION**

The University of the South, Sewanee, Tennessee  
Bachelor of Arts, 1982

Native of Thomasville, Georgia