

## CURRICULUM VITAE

**GUY B. ROBERTS**  
**Colonel USMC (Ret.)**

**Address:**

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**Telephone:**

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### EXPERIENCE

**2000-Present:** Associate Counsel (Arms Control), Department of the Navy

As the counsel for arms control for the Department of the Navy, responsible for providing legal interpretation of all arms control agreements, to include providing legal advice on arms control agreement implementation and compliance review programs to ensure consistency with U.S. arms control obligations, domestic law and regulation. Also provides legal/policy advice on the implementation and compliance issues involving the Polaris/Trident Sales Agreement, a foreign military sales agreement, between the U.S. Government and the United Kingdom. Served as Deputy Head of U.S. Delegation for 2002 Biological Warfare Convention Review Conference.

**1997-2000:** Staff Judge Advocate, U.S. Southern Command, Miami, Florida

Senior legal advisor to combatant unified commander. Responsible for all legal issues that arises within the region of responsibility (Central and South America and the Caribbean). This includes reviewing all operational and concept plans for legal sufficiency, establishing jurisdictional relationships with south Florida legal and law enforcement communities, developing and implementing a strategy for furthering respect for the rule of law in newly developed democracies, implementing training programs for foreign militaries to ensure compliance with the laws of war and basic human rights, approving humanitarian and civic assistance initiatives under Title 10 and Title 22 of the US Code, negotiating status of forces agreements within the region and other international agreements as directed by the unified commander, and assuring the efficient and appropriate application of military justice by subordinate commanders. Key achievement was the negotiation of the first Acquisition and Cross Servicing Agreement in the region with Argentina. Also, responsible for reviewing for legal sufficiency all contracts and expenditures for the command headquarters.

**1995-1997:** Staff Judge Advocate, Second Marine Division, Camp Lejeune, NC

Responsible for providing legal services to 17,000 military and civilian personnel and their families. Duties include supervising a staff of 15 lawyers plus support personnel to provide legal advice on administrative (regulatory), environmental, ethical, criminal and international law issues. Supervised deployed judge advocates to Africa and Europe and provided legal advice during Partnership for Peace exercises. Also responsible for providing legal advice and policy guidance on diverse issues associated with military deployments such as use of force, status of forces, foreign claims, and the laws of wars.

**1991-1994:** Non-Proliferation Branch Head, Joint Staff, Department of Defense, Washington, D.C.

Joint Staff Representative to the United Nations in New York, Conference on Disarmament for disarmament and arms control issues in Geneva, and NATO Disarmament Experts Meetings in Brussels.

Responsible for preparing Joint Staff positions and representing the Chairman of the Joint Staff at bilateral and multilateral negotiations on weapons of mass destruction (biological, chemical, nuclear), and international legal issues. Also served as the Joint Staff Representative on US Delegation to the International Atomic Energy Agency in Vienna, the Australia Group (non-proliferation of chemical precursors and biologic agents) in Paris and the Nuclear Suppliers Group, and primary action officer responsible for developing US counterproliferation policy.

**1989-1991**: Regulations/Legislation Branch Head, Office of the Judge Advocate General of the Navy, Washington, D.C.

Served as the Department of the Navy's legal advisor on Freedom of Information Act and all regulations issues; reviewed proposed legislation affecting and drafted legislation diverse departmental programs and interests, and provided legal advice on naval involvement in the counter-narcotics program.

**1988-1989**: Staff Judge Advocate, Marine Expeditionary Brigade, Okinawa, Japan

Command legal advisor on diverse international and military law issues including foreign criminal jurisdiction, status of forces issues, claims, Title 10 (funding) issues, law of war and other legal issues affecting military operations.

**1987-1988**: Staff Assistant, Multilateral Affairs Bureau, Arms Control and Disarmament Agency, Washington, D.C.

Responsible for developing negotiating positions/proposals for the Conventional Forces in Europe treaty, prepared legal review of the ABM Treaty, and drafted the initial proposal for the Open Skies Treaty. Also prepared briefing papers and positions on diverse issues before the Conference on Disarmament in Geneva including radiological weapons, chemical weapons, nuclear testing, and various conventional arms issues.

**1985-1987**: Assistant Staff Judge Advocate to the Commander in Chief, U.S. Pacific Forces, Honolulu, Hawaii.

Legal advisor on the law of war, law of sea, international agreements, arms control, refugee issues, security assistance, environmental matters and fisheries issues. Also legal advisor to the Special Operations Command (low intensity conflict, combating terrorism, and POW/MIA issues). Conceived and instituted first-ever conference bringing together senior military operators and their legal advisors from countries in the region.

**1983-1985**: Legal Advisor, Headquarters, U.S. Marine Corps, Washington, D.C.

Advised senior officials on intelligence matters and reviewed all plans/operations to ensure compliance with U.S. and international law. Legal advisor for the Grenada operation, and Marine Corps Representative to Working Group on Developing the Worldwide Peacetime Rules of Engagement. Drafted operational handbook on legal issues associated with combating terrorism.

**1979-1983**: Staff Attorney, Naval Legal Service Office, London, England.

Responsibilities included prosecuting or defending military personnel, handling administrative discharge boards, providing legal assistance to military and civilian employees, counseling on foreign personnel issues, settling claims against the U.S. Government, serving as Foreign Court Observer, and providing legal advice on diverse international law issues.

1978-1979: Company Commander, First Battalion, Fifth Marines, Camp Pendleton, CA.

Leader, manager of 125-man infantry company with over \$20 million worth of equipment and supplies. Deployed to Okinawa, Japan, The Philippines, South Korea, Hong Kong, the Marinas, and Guam.

1976-1978: Trial/defense attorney, First Marine Division, Camp Pendleton, Ca.

Prosecuted or defended over 300 courts-martial.

### PROFESSIONAL EDUCATION

\* M.A. National Security and Strategic Studies, Naval War College (with highest distinction). Won Stephen B. Luce Award for academic achievement (first in class).

\* LL.M. International and Comparative Law, Georgetown University (GPA 11.13 out of possible 12.00).

\* A.M. with distinction in international relations, University of Southern California at London, England (studied at London School of Economics).

\* J.D. University of Denver, Denver, Colorado. Standing: Top 33%.

\* B.A. Magna cum laude in Political Science, Arizona State University. Minors: English and History. Phi Kappa Phi Honor Society

### LEGAL QUALIFICATIONS AND AFFILIATIONS

\* Licensed to practice in Colorado, California, Arizona, U.S. District Court (10th Circuit), and before the Court of Military Appeals and the United States Supreme Court.

\* Member: Colorado, California, Arizona bar associations; American Society of International Law; International Law Association; International Society for Military Law and Law of War; Hague Academy of International Law; International Institute for Strategic Studies.

### LIST OF PUBLICATIONS

Co-author, "Representing the Military Defendant," *Trial Magazine*, October, 1980.

Co-author, "Defense of Servicemen," Criminal Defense Techniques, Matthew Bender Publishers, 1983, 1987, 1992

"U.S. Government Policy and Legal Considerations in Combatting Terrorism," *Marine Corps Operational Handbook*, OH-7-14, 1984.

"The New Rules of War: The Case Against Ratification of Additional Protocol I," *26 Virginia Journal of International Law*, Fall 1985.

"Covert Operations for Intelligence Gathering in Combatting Terrorism: The Moral Dilemma," in Fighting Back (Livingstone and Arnold, eds. 1986).

"Self-help in Combatting State-Sponsored Terrorism: Self-Defense and Peacetime Reprisals," 19 *Case Western Reserve Journal of International Law* 243 (Spring 1987).

"Treaty Violations in Afghanistan," in Afghanistan--The Great Game Revisited (Klass ed. 1987).

"Judaic Sources of the Laws of War," *Navy JAG Journal*, 1988.

"Enforcing the CFE Treaty: Ensuring Compliance Before it's too Late," *Strategic Review*, Fall 1990.

Co-Editor, National Security Law Documents, Carolina Academic Press, 1995.

"An Elegant Irrelevance: The ABM Treaty in the New World Disorder," *Strategic Review*, Spring 1995.

"Five Minutes Past Midnight: The Clear and Present Danger of Nuclear Weapons Grade Fissile Materials," Institute for National Security Studies Occasional Paper #8, February 1996.

"Nuclear Weapons-Grade Fissile Materials: The Most Serious Threat to US National Security Today?" *Airpower Journal*, Special Edition 1996

"Reality Check: NATO's Ambitious Response to the Proliferation of Weapons of Mass Destruction," *Airpower Journal*, Fall 1997

Co-author, "International Cooperation and NATO's Counterproliferation Policy," in Countering the Proliferation and Use of Weapons of Mass Destruction (Hays, Jodoin, Van Tassel eds. 1998)

"Caribbean Drug Challenges: Operations and the U.S. Southern Command," in Oceans Policy: New Institutions, Challenges and Opportunities (Nordquist and Moore eds. 1999)

"The Counterproliferation Self-Help Paradigm: A Legal Regime for Enforcing the Norm Prohibiting the Proliferation of Weapons of Mass Destruction," *Denver Journal of International Law and Policy*, Summer 1999

"This Arms Control Dog Won't Hunt: The Fissile Material Cut-Off Treaty and the Conference on Disarmament," Institute for International Security Studies Occasional Paper, February 2001.

Co-author, "The Legal Engagement Strategy for U.S. Southern Command in South America," *Parameters*, Spring 2001.

"Assault on Sovereignty: The Clear and Present Danger of the New International Criminal Court," *American University International Law Review*, Vol. 17, No. 1, p. 35 (2001).

"Cooperative Security Measures," in Arms Control: Cooperative Security in a Changing Environment (Larsen, ed. 2002).



# DOROTHY ROBYN

## Education

University of California, Berkeley, Ph.D. and M.P.P. in Public Policy; Southern Illinois University,  
B.A. in Political Science and Journalism

## Biography

Dr. Robyn brings more than 20 years of experience analyzing, implementing, and working to reform government regulatory and economic policy. She specializes in rigorous economic analysis of controversial and often-complex public policy issues that relate to competition in aviation, telecommunications, and other network industries. She strives to develop reports and expert testimony that can influence the policy debate—and resulting government decisions—by making the underlying economic issues clear and compelling to non-economists. Her recent work has focused on spectrum allocation, financing of the air traffic control system, and liberalization of international aviation competition and investment.

Prior to joining *The Brattle Group*, Dr. Robyn was a Guest Scholar at the Brookings Institution. From 1993 to 2001, she was a senior economic adviser to President Clinton, and served on the staff of the White House National Economic Council. She was responsible for coordinating the Administration's policy on transportation, aviation, aerospace and defense, science and technology, international telecommunications, and competition.

## Selected Publications

"Reforming the Air Traffic Control System to Promote Efficiency and Reduce Delays," by Dorothy Robyn, *The Brattle Group, Inc.*, October 29, 2007.

"The sky must be no limit to global competition," by Dorothy Robyn and Alfred E. Kahn, *Financial Times*, February 15, 2006.

Toward an Evolutionary Regime for Spectrum Governance: Licensing or Unrestricted Entry?, by Dorothy Robyn and William J. Baumol, Brookings Press, 2006.

"Beyond Open Skies: The Economic Impact of a US-EU Open Aviation Area," by Boaz Moselle, James D. Reitzes, and Dorothy Robyn, *Deep Integration: How Transatlantic Markets*

*are Leading Globalization, Daniel S. Hamilton and Joseph P. Quinlan, eds., 2005.*

"Letter to the Honorable Joe Barton, Chairman, Committee on Energy and Commerce, US House of Representatives, estimating how much revenue the US Treasury would receive if the Federal Communications Commission auctioned 60 MHz of spectrum in the 700 MHz (TV) band that the FCC has allocated for commercial use," by Dorothy Robyn and William P. Zarakas, *The Brattle Group, Inc.*, May 18, 2005. 📄

"How Can South Africa Derive the Greatest Benefit from its Airline Industry? An Economic and Regulatory Analysis, Prepared for the Government of South Africa," by James D. Reitzes, Dorothy Robyn, and Scott C. Gibson, *The Brattle Group, Inc. and Seabury Group*, **not publicly available at this time**, February 2004.

"The Real Battle Over Air Traffic Control," by Dorothy Robyn and Robert W. Poole, Jr., *Aviation Week & Space Technology*, November 3, 2003.

"Study to Assess the Potential Impact of Proposed Amendments to Council Regulation 2299/89 with Regard to Computerised Reservation Systems," by Carlos Lapuerta, Boaz Moselle, James D. Reitzes, Dorothy Robyn, Erica Carere, Mark Armstrong, John Cook, and Stephen Dolan, *The Brattle Group Ltd. and Norton Rose*, October 2003. 📄

"The Benefits of Open Skies," by Dorothy Robyn, *Airline Business*, March 2003.

"The Economic Impact of an EU-US Open Aviation Area, Prepared for the European Commission," by Boaz Moselle, James D. Reitzes, Dorothy Robyn, and John Horn, *The Brattle Group, Ltd.*, December 2002. 📄

"The Impact on the U.S. Economy of Lifting Restrictions on Travel to Cuba," by James D. Reitzes, Dorothy Robyn, and Bryan Church, *The Brattle Group, Inc.*, July 15, 2002. 📄


"Ending Runway Gridlock," by Dorothy Robyn, *Blueprint: Ideas for a New Century*, September/October 2001.


"Flight Delay Repair that Won't Fly," by Dorothy Robyn, *Washington Times*, August 2, 2001.


"Congress' Plan to Reduce Flight Delays is Not Airworthy," by Dorothy Robyn, *Policy Matters*, May 2001.

Braking the Special Interests: Trucking Deregulation and the Politics of Policy Reform, by Dorothy Robyn, University of Chicago Press, 1987.


## Selected Testimony

"Comments of Charles L. Jackson, Dorothy Robyn and Coleman Bazelon (The Value of White Space)," by Charles L. Jackson, [Dorothy Robyn](#), and [Coleman D. Bazelon](#), June 20, 2008. 

"In The Matter of Unlicensed Operation in the TV Broadcast Bands, Additional Spectrum for Unlicensed Devices Below 900 MHz and in the 3 GHz Band: Reply Comments of Charles L. Jackson and Dorothy Robyn," by [Dorothy Robyn](#) and Charles L. Jackson, March 2, 2007. 

"In The Matter of Unlicensed Operation in the TV Broadcast Bands, Additional Spectrum for Unlicensed Devices Below 900 MHz and in the 3 GHz Band: Comments of Charles L. Jackson and Dorothy Robyn," by [Dorothy Robyn](#) and Charles L. Jackson, January 31, 2007. 

"Expert Report on behalf of American Airlines in a Proceeding before the Department of Transportation regarding the Joint Application of Alitalia, Czech Airlines, Delta Air Lines, KLM, Northwest Airlines and Societe Air France for Approval of an Antitrust Immunity for Alliance Agreements," by [James D. Reitzes](#), [Dorothy Robyn](#), and [Kevin Neels](#), June 24, 2005; Reply, July 15, 2005; Surreply, September 9, 2005.

"Expert testimony on behalf of Astar Air Cargo, Inc., in the Matter of the Citizenship of DHL Airways/Astar Air Cargo, before the Department of Transportation," by [Dorothy Robyn](#), August 27, 2003. 

# JOHN C. ROOD

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## EXPERIENCE

### NATIONAL SECURITY COUNCIL

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**Director, Proliferation Strategy, Counterproliferation, and Homeland Defense** May 2001-present

Responsible for the formulation, coordination, and implementation of policy on missile defense, the ABM Treaty, North Korea, and other related arms control and nonproliferation matters. Key part of the Administration's effort to move beyond the ABM Treaty to build a new strategic framework for U.S.-Russian relations and to deploy missile defenses. Routinely prepared policy papers, talking points, and background memoranda for the President, National Security Advisor, and other senior officials. Also chaired interagency meetings to coordinate and formulate policy in these areas.

### UNITED STATES SENATE, OFFICE OF SENATOR JON KYL

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#### Senior Policy Advisor

May 1999-May 2001

Managed team of five staff members responsible for defense and foreign policy issues, with emphasis on arms control, nonproliferation, missile defense, and nuclear weapons issues. Lead staffer on effort to defeat the Comprehensive Test Ban Treaty and legislation to reorganize the Department of Energy in response to Chinese espionage at U.S. nuclear sites. Managed preparation of hearings on terrorism and cyber security held by Senator Kyl's Subcommittees on Technology, Terrorism, and Government Information of the Senate Judiciary Committee.

#### Fellow

Jan. 1997-May 1999

Prepared speeches, legislation, and background memoranda on a broad range of foreign policy and defense issues, such as missile defense, nonproliferation, sanctions, export controls, arms control, and regional issues such as U.S. policy on Iraq and China. Heavily involved in effort to oppose ratification of the Chemical Weapons Convention. Also worked on five hearings held by Senator Thad Cochran's Subcommittee on International Security, Proliferation, and Federal Services of the Senate Governmental Affairs Committee that examined U.S. export controls and the proliferation behavior of China, Russia, and North Korea. In addition, drafted three chapters of the *Proliferation Primer*, a subcommittee report on the spread of weapons of mass destruction and missile technology.

### CENTRAL INTELLIGENCE AGENCY

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#### National Security Council Briefer, Nonproliferation Center

Jan. 1995-Jan. 1997

Provided daily intelligence briefings and coordinated Intelligence Community support to officials at the National Security Council and the Office of the Vice President responsible for nonproliferation, export controls, and arms control matters. Also prepared material for senior intelligence officials to use during Congressional testimony and inter-agency meetings.

#### Analyst

May 1988-Jan. 1995

Performed analysis on ballistic missile programs in Third World countries, including North Korea, India, and Pakistan. Also served on inter-agency task forces that provided intelligence support to U.S. officials at nuclear talks with North Korea, which resulted in the conclusion of the "Agreed Framework," and supported military forces enforcing "no-fly" zones over Iraq.

## EDUCATION

Bachelor of Science, Economics, Arizona State University, 1990.

## Resume

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**Brian M. Rubin****Qualification  
Summary**

Over 35 years of progressively challenging and responsible management experience in health care administration, the most recent 27 years devoted to serving the Military Health Care System (MHS) as a DoD employee assigned to the Office of the Civilian Health and Medical Program for the Uniformed Services (OCHAMPUS), the TRICARE Support Office (TSO), and currently the TRICARE Management Activity (TMA). Areas of operational expertise encompass all facets of health care administration. Specific experience includes the development, solicitation, and award of multi-billion dollar health care contracts; planning, designing, budgeting, and implementation of major health care benefit program enhancements; oversight of major health care claim processing systems; pre- and post-payment medical review; contract compliance audits; fraud and abuse investigations; and provider/beneficiary marketing and education. Management experience includes strategic planning, resource planning and management, direction of large and diverse staff, budgeting, employee relations, and project planning and administration. Demonstrates excellent interpersonal and communication skills in daily interfaces with industry Chief Executive Officers and senior DoD officials. Frequent briefer to House Armed Services Committee and Senate Armed Services Committee staffs.

**Major  
Accomplishments  
(last 5 years)**

- Project Manager during the period 2001-2004 for the next generation of TRICARE contracts, a project known as T-NEX. Responsibilities included:
  - Creating a Concept of Operations for the procurement of health care encompassing the entire TRICARE benefit. Requests for Proposals were planned and developed, coordinated with internal and external partners (including industry), and released to the bidding community. Awards valued at \$32B were then made, on time, for the following contracts:
    - TRICARE Mail Order Pharmacy Contract
    - TRICARE Retail Pharmacy Contract
    - Marketing and Education Contract
    - Managed Care Support Contracts (3)
    - TRICARE Dual Eligible Fiscal Intermediary Contract (TDEFIC)
    - Claims Audit Contract, and
    - The National Quality Monitoring Contract
  - Successful transitions have been completed on the TRICARE Mail Order Pharmacy Contract, the TRICARE Retail Pharmacy Contract, the Marketing and Education Contract, the Claims Audit and the National Quality Monitoring Contracts. These contracts were implemented on schedule with minimal or no disruption to our beneficiaries and providers. The remaining contracts are in successful transitions and are on schedule to be completed by November 1, 2004.
- In 2000/2001, budgeted, obtained funding, and implemented the most expansive set of health care benefit changes in the 35 year history of the program. This included:

- Planning, designing, and directing implementation of a \$1 billion pharmacy benefit for 1.4 million Medicare/TRICARE beneficiaries which is projected to increase claim volumes by 12 million per year. This was flawlessly implemented within 5 months from enactment of the law to the actual delivery of service.
  - Planning, designing, and directing implementation of a \$3 billion medical/surgical benefit to 1.4 million Medicare/TRICARE beneficiaries which is projected to increase claim volumes by 25 million per year. This was completed on October 1, 2001, on schedule and under budget.
- Also in 2000/2001, led TMA operations management in directing contractors toward the highest claims processing performance level in the recent history of the program. The Chairman of the Joint Chiefs of Staff personally recognized this accomplishment in an article in the *Retired Officers' Association Magazine*, August 20, 2000. This level of performance is still being maintained today.
- From 1999 to 2000, as Acting Director, Acquisition Management and Support (AM&S) persuaded senior TMA management officials to recognize the escalating pharmacy costs in this country and the impact on TMA contractors. This resulted in several major changes to TMA contracting and avoided protracted litigation with contractors.

## Work Experience

1978 - present

Department of Defense:  
TRICARE Management  
Activity (TMA),  
TRICARE Support  
Office (TSO),  
Office of the Civilian  
Health & Medical  
Program for the  
Uniformed Services  
(OCHAMPUS)

### **Deputy Chief, TRICARE Acquisitions Directorate (February 2004 – present)**

Responsible for up to 200 civilian and military staff located in Aurora, CO. Accountable for all TRICARE contracting and operations worldwide and reports directly to the Director, Health Plan Administration. Contract and operational oversight encompasses mail order and retail pharmacy contracts, active duty and retiree dental contracts, three managed care support contracts, an over 65 TRICARE For Life contract, along with audit and peer review contracts. These contracts serve over 8 million beneficiaries and are valued at \$32B over 5 years. The Deputy Chief is the senior official for the formulation, development and execution of the TRICARE policy and reimbursement systems, program requirements, contractor operations (including transitions), contract management, and is the Sr. TMA Manager providing oversight of the TMA-Aurora staff.

### **Director, Program Operations Directorate (July 2000 – February 2004)**

Responsible for up to 100 civilian and military staff located in Falls Church, VA and Aurora, CO. Accountable for all TRICARE operations worldwide and reports directly to the Executive Director, TMA. This is accomplished through the day-to-day oversight and management of 7 major contracts; each valued at between \$1 billion and \$3.5 billion per year. TRICARE serves approximately 8 million beneficiaries and processes over 100 million medical/surgical/dental claims per year. The director is the senior official for the formulation, development, and execution of the TRICARE policy, special programs and demonstrations, contract operations, program requirements, program management and integration, and health services and operational support.

### **Acting Director, AM&S Directorate (January 1999 - July 2000)**

Responsible for up to 60 civilian employees, primarily contracting officers and contract support staff. As Head of the Contracting Activity (HCA), directed contracting activities of a series of managed care support contracts that supplement the capabilities of regional military health care delivery networks. These contracts, supporting eleven regions in the United States and claims processing for regions in Europe and the Pacific, were (and remain) a major component of TRICARE and are valued at approximately \$17 billion over 5 years.

Provided direction to the development and execution of acquisition policy, the negotiation and administration of managed care support contracts, and issuance of operational or technical guidance, regulations, and instructions as required to effectively administer and manage the contractual aspects of TRICARE. Major accomplishments include the development of the next generation of TRICARE contracts and million dollar contract modifications to recognize escalating pharmacy costs.

### **Deputy Director, AM&S Directorate (February 1998 - January 1999)**

Served as Deputy Director to the Director for performance of those activities discussed in the preceding description.

### **Deputy Director, TRICARE Support Office (TSO)/OCHAMPUS (October 1994 - February 1998)**

Responsible for internal operations and the direction of up to 300 civilian and military staff. Accountable for the formulation and implementation of health care policy, budgeting, dental and medical/surgical claims processing, fraud and abuse, appeals, beneficiary and provider education, and development, solicitation, award, implementation, and management of multi-billion dollar contracts. Managed day-to-day operations of the TSO with particular involvement in contract management, finance and accounting, and contractor operations. Major accomplishments include the transition from indemnity-based to managed care contracting and the acquisition and implementation of managed care contracts throughout the United States while reducing staff by 4% per year. Met performance goals and



objectives throughout this period.

**Chief, Program Administration Division, OCHAMPUS (June 1992 - October 1994)**

Responsible for a staff of 25 civilian Contracting Officer Representatives (CORs) and Alternate Contracting Officer Representatives (ACORs). The Office of Civilian Health and Medical Program for the Uniformed Services (OCHAMPUS), later named the TRICARE Support Office, was responsible for contracting and operational oversight for all purchased health care in the MHS. The incumbent was responsible for the day-to-day performance and management of the dental and medical/surgical contractors. Primary functions were the processing of up to 30 million claims per year and all claims related activity.

**Chief, Mental Health Program Office, OCHAMPUS (June 1991 - June 1992)**

Responsible for implementation of new mental health contract, including management and oversight for all outpatient mental health treatment plans, pre-admission review and concurrent inpatient hospital review. Range of responsibility included oversight of development of mental health provider participation standards and compliance assurance, onsite evaluations, issuance of termination notices and when necessary, relocation of patients.

**Management positions 1978 - 1991**

Served in increasingly responsible management positions encompassing management analysis, contractor audit, customer service, policy development, and fraud and abuse. Represented OCHAMPUS on national work groups including the National Uniform Billing Committee (NUBC) and the American Medical Association Committee (AMAC).

**Manager, Medicare Part B Claims; Manager, Quality Assurance; Provider Relations Representative**

Served in various management positions for this Medicare Part B contract.

1973 - 1978

Blue Cross Blue Shield  
of Iowa

**Education and  
Training**

B. A. Marketing, Central Missouri State University - 1968

Throughout career, engaged in many courses ranging in subject from Management Development to Procurement Integrity Act Compliance to Federal Contract Law. Noteworthy include:

Bush Administration Briefing – May 2002  
OPM, Washington, DC

Defense Acquisition Executive Overview Workshop – October 2000  
Defense Acquisition University  
Washington, D.C.

Resource Planning and Management – March 1996  
USDA Graduate School  
SES Candidate Development Program  
Washington, D.C.

The Washington Executive Seminar – February 1995  
SES Candidate Development Program  
Washington, D.C.

Sloan Program of Health Services Administration – May 1989  
Department of Human Services  
Cornell University, Ithaca, NY

**References**

Furnished upon request

SUMMARY

A communications and public affairs professional with a proven track record for developing and implementing successful, results-driven communications strategies and programs. Demonstrated expertise to expand public awareness of an organization's issues and actions in television, radio, print and web venues. A strategic problem-solver who devises effective action plans for accomplishing objectives. A skilled and extremely effective spokesperson. A resourceful, enthusiastic leader who motivates teams to exceed expectations.

PROFESSIONAL EXPERIENCE**U.S. DEPARTMENT OF THE INTERIOR****Washington, DC****Assistant to the Secretary & Director of Communications****2001 to Present**

Provide policy and political analysis to the Secretary and her subcabinet and responsible for all aspects of communications from the department. Direct aggressive media outreach program that yields significant success inside and outside The Beltway. Reorganized the Secretary's Office of Communications to highly improve message delivery, media outreach and strategic planning.

- ◆ **Building Support for Key Administration Initiatives:** Designed and implemented multi-faceted communications plans related to the President's National Energy Plan (ANWR), the Healthy Forests Initiative, Water 2025, the park maintenance backlog and various public lands/multiple-use issues. Conceived and organized Earth Day blitzes, featuring the dispersal of the Secretary and a dozen DOI presidential appointees to multiple national locations in order to highlight the Administration's approach toward "New Environmentalism." Events generated broad local print and electronic media coverage. Organized similar blitzes around DOI's FY 2004 budget and National Wildlife Refuge Week.
- ◆ **Improving DOI Messaging:** Created DOI Radio News Service, which has begun to provide news feeds to mainstream radio around the country. Reorganized the Secretary's Office of Communications to provide media support for assistant secretaries' speeches and events (results are unprecedented). Directed more aggressive media outreach by career public affairs directors for DOI's seven bureaus (significant outcome). Initiated complete overhaul and redesign of DOI's Home Page (ongoing).
- ◆ **Image and Earned Media:** Launched aggressive op-ed program, placing dozens of op-eds in major regional and national newspapers, including *The New York Times*, *The Washington Post* and *USA Today*. Successfully obtained favorable editorials in national newspapers. Directed ongoing activities that have placed the Secretary on numerous national television and radio talk programs.

**RUFF CONSULTING****Washington, DC/St. Louis, Missouri****Cohn & Wolfe, Communications/Public Affairs Consultant****1999 to 2001**

Co-director of international public relations campaign designed to build acceptance of the Monsanto Company's agricultural biotechnology products. Provided weekly, on-the-ground counsel to Monsanto senior executives and public affairs staff.

- ◆ **Global Trade Support:** Developed highly successful media strategies to balance opponents' messages and activities during overseas trade policy meetings. Assured balanced coverage of pro-biotechnology positions through on-site news conferences and deployments of industry spokespersons at critical events. Prepared spokespersons and developed key message points. Directed writing and placement of op-eds and letters in influential dailies, including *The Wall Street Journal Europe Edition*, *Los Angeles Times* and *The Times of London*.

- ◆ **Building Third-Party Support:** Implemented aggressive third-party outreach program designed to demonstrate public support for agricultural biotechnology. Worked with scientists, farmers, consumers, think tanks and academics to deliver pro-biotechnology messages through speeches, op-eds, panel discussions, letters-to-the-editor and news conferences.
- ◆ **Crisis Communications:** Formulated strategic and tactical communications and served on crisis teams to address impacts and implications of key issues, including, the "Mad Cow" protein feed scare in Europe, StarLink (taço shells), Bio-Devastation 2000 in Boston and USDA's National Organic Standards Rule.

## NATIONAL RESTAURANT ASSOCIATION

Washington, DC

### Senior Vice President, Communications and Technology

1998 to 1999

Led the highly successful effort to expand the organization's media coverage beyond the trade press into the mainstream media, thereby raising the Association's profile and bolstering awareness of restaurant industry issues and concerns. Developed and/or directed new initiatives to enhance the Association's image, including the highly successful Restaurant Neighbor Award and the NRA/Culinary Institute of America scholarship program. Additionally, oversaw the activities of nine direct reports, a 55-member staff and \$4.9 million budget.

- ◆ **Unprecedented Mainstream Media Coverage:** Developed multiple strategies that delivered outstanding results. 1.) Association executives' public appearances around the nation were for the first time strongly promoted in local media markets. One-on-one radio, television and newspaper interviews were arranged during travels by the CEO as well as the Chairman of the Board. Editorial board meetings were scheduled. 2.) Heavily promoted the Association's research department and its reports, which covered all aspects of the industry, including employment, wages and economic outlook. 3.) Doubled the previous record for media registrations attending the Association's annual convention. **Results:** Association initiatives and research were mentioned on the front page of *The Wall Street Journal* seven times in 12 months. The number of mainstream media articles about the Association increased more than 30 percent.
- ◆ **Enhancing the Association Image:** Developed concept and led negotiations for a scholarship program that paired the Association with the Culinary Institute of America. The program provided \$50,000 in educational scholarships to high school seniors and to individuals already working in the industry. Considerable interest in the Association and the restaurant industry was generated as prospective applicants learned of the scholarship opportunities from high school guidance counselors or from the local media or trade publications.
- ◆ **Creating Benefits for Association Members:** Hired a full-time community relations manager to strengthen the Association's outreach efforts. Established the Restaurant Neighbor Award in 1999, creating a program that recognized individual and multi-unit restaurant operators' initiatives designed to support their local communities. Association board members still praise this as one of the best programs ever undertaken by Association staff.

## THE OFFICE OF SENATOR KAY BAILEY HUTCHISON

Washington, DC

### Communications Director

1997 to 1998

Responsible for advising the Senator on all media matters. Serving as the Senator's spokesperson, developed highly successful strategies and tactics for increasing coverage at the state and national levels. As a member of the senior staff, also contributed to the Senator's legislative and policy agenda.

- ◆ **Increase of Television and Radio Appearances:** Identified every station that received CSPAN-II (the cable channel that carries live U.S. Senate floor deliberations), and created a "blast" fax system to notify each station's news director of the time and subject of the Senator's upcoming floor speeches. Many stations began producing stories from the speeches, using sound from the floor remarks or calling to request live interviews.
- ◆ **Growth of Print Media Visibility:** Significantly increased the number of op-eds written and placed in the Texas dailies and the national media. Further, the Senator's op-eds appeared for the first time in *The New York Times* and *The Washington Post*. Arranged one-on-one, on-the-record and background breakfasts with nationally syndicated columnists. The outcome of these meetings was a strengthening of relationships with opinion leaders and increased coverage of the Senator.

## THE OFFICE OF SENATOR JOHN WARNER

Washington, DC

Press Secretary

1995 to 1997

Served as the Senator's spokesperson, coordinating communications planning and execution. Significantly increased pro-active outreach to the media. Also served as spokesman for the Rules Committee, chaired by Warner, and was responsible for all media liaison and interviews during the extremely controversial Louisiana Senate election outcome between Republican Woody Jenkins and Democrat Mary Landrieu.

- ◆ **Enhancement of Radio Exposure:** Developed strategies to increase the Senator's radio coverage. Visited several news radio stations in Virginia's largest markets in order to establish rapport and discuss the Senator's availability. Organized regular statewide radio news teleconferences. Developed a statewide radio fax list and sent news releases to stations on a regular basis. As a result, radio interviews with the Senator increased significantly.
- ◆ **Restructuring of the News Release Writing Process:** Changed the practice of single, "laundry list" press releases that listed multiple programs or announcements and delivered instead several releases targeted to specific communities and regions. This approach increased press release pick-up and generated many interview opportunities, particularly in newspapers and local radio stations that had not regularly covered the Senator.

## RUFF CONSULTING

Washington, DC

Public Affairs Consultant

1993 to 1995

Provided consulting services for public relations and public affairs companies. Wrote strategic communications plans, business proposals, as well as news releases, op-eds and letters to the editor. On behalf of a national trade association, directed a grass roots campaign, managing daily operations, recruiting participants and traveling to various states.

- ◆ **Grass Roots Campaign:** Managed a grass roots campaign that brought more than 100 women from the mining industry to Washington in order to lobby members of Congress against mining legislation. Targeted members, arranged meetings and compiled all fact sheets/briefing books used during the visits.
- ◆ **Key Contributions to Health Care Legislation Launch:** On behalf of the Republican Policy Committee, drafted a communications plan that was used to unveil health care legislation. Wrote and placed an op-ed in *The Wall Street Journal* and organized a press breakfast attended by health care reporters representing most of the national newspapers, including *The New York Times* and *The Washington Post*.

ADDITIONAL EXPERIENCE

U.S. DEPARTMENT OF COMMERCE, Washington, DC. **Director of Public Affairs, Office of the Secretary**, 1992 to 1993. Served as the principal advisor to the Commerce Secretary for all matters related to the media, and acted as the on-the-road media liaison. As a member of her core advisors, provided the Secretary with political and strategic advice.

U. S. DEPARTMENT OF AGRICULTURE, Washington, DC. **Deputy Director of Public Affairs, Deputy Press Secretary and Deputy Director of the Office of Publishing and Visual Communications**, 1990 to 1992. Served as the Department spokesman for the Iraq-BNL loan scandal, addressing all media inquiries on a daily basis. Improved the quality of the news releases, specifically in the areas of delivery timeliness and writing style. Directed the implementation of the broadcast fax system and the fax-upon-demand system.

ERIC RUFF PUBLIC RELATIONS, Reno, Nevada. **Owner**, 1989 to 1990. DRGM ADVERTISING, Reno, Nevada. **Director of Public Relations, Senior Account Supervisor**, 1987 to 1989. CAMPAIGN TO RE-ELECT ATTY. GEN. BRIAN MCKAY, Reno, Nevada. **Campaign Manager**, 1986. OFFICE OF SENATOR TED STEVENS, Washington, DC. **Legislative Assistant**, 1985 to 1986

REPUBLICAN NATIONAL COMMITTEE, Washington, DC. **Deputy Director of Communications, Director of Publications**, 1984 to 1986. DONREY MEDIA GROUP, Washington, DC. **Bureau Chief, Regional Reporter**, 1980 to 1984 and 1975 to 1979. CONGRESSIONAL QUARTERLY, Washington, DC. **Capitol Hill Reporter**, 1979 to 1980. THE SOUTHWEST TIMES RECORD, Fort Smith, Arkansas. **Reporter**, 1974 to 1975

**EDUCATION**

Master of Special Studies, Legislative Affairs, 1982  
George Washington University, Washington, DC

Bachelor of Arts, Journalism, 1974  
Bachelor of Science, Political Science, 1974  
University of Missouri, Columbia, Missouri

**COMMUNITY INVOLVEMENT**

Arlington County Little League Baseball, former Coach, Triple-A  
Key Elementary School, K-2 Curriculum Advisory Committee

**Office of the Secretary of Defense****Chief of Staff, Office of Asian and Pacific Affairs****2005-2006**

Managed all operations and policy issues for Deputy Under Secretary of Defense for Asian and Pacific Affairs. Represented and spoke for office on all issues, including briefings at all levels of the Department of Defense, up to and including the Secretary of Defense and within the USG executive and legislative branches. Was Department lead at 5<sup>th</sup> round of the Six-Party Talks in Beijing. Coordinated Southeast Asian issues, including bilateral assistance, policy towards regional/multilateral groupings, and maritime security.

**US Department of State****Member, Policy Planning Staff****2003-2005**

Coordinated and evaluated State Department policy for political-military affairs, counterterrorism policy and Asia-related issues directly for the Secretary of State. Provided independent advice, long-term planning and policy recommendations to Secretary. Worked directly with Assistant Secretaries for East Asia and Pacific Affairs and Political-Military Affairs to develop policy advice and implementation options to be presented to the Secretary. Principle outside reviewer and support for the Deputy Secretary for Mission Performance Plans and Bureau Performance Plans for East Asian nations.

**Office of the Secretary of Defense****Director for Maritime Southeast Asia****1999-2003**

Managed bilateral and multilateral security relations between the US government and nations of the Philippines, Indonesia, Malaysia, Singapore, Brunei and East Timor. Developed policy directly for senior Defense Department officials on military relations. Managed programs administered by multiple US government agencies, including yearly appropriations of over \$30 million dollars. Managed both internal defense Country Team and policy actors including US Pacific Command, Defense Security Cooperation Agency, and the Military Services.

**Office of the Secretary of Defense****Senior Assistant for Strategy Development****1993-1999**

Developed and monitored implementation of US defense strategy that guided force management, budgets and acquisition decisions for US military. Authored key sections of the 1993 Bottom-Up Review, 1997 Quadrennial Defense Review and 1994-1998 Annual Reports to Congress. Led staff analysis of Asia-related defense strategy and overseas basing issues. Conducted analysis of peacekeeping operations, leading to creation of presidential guidance on managing such operations and a training program for National Security Council staff, and the Departments of State, Defense, Justice, and the Agency for International Development.

**EDUCATION****Columbia University, School of International and Public Affairs**

Master of International Affairs, May 1991

**Swarthmore College**

Bachelor of Arts, Social Sciences conferred with High Honors, June 1989

**Additional Coursework/Training**

Multiple government and private sector courses on Leadership; Project Management; Financial Management