

NATIONAL DEFENSE UNIVERSITY

BOARD OF VISITORS



JULY 11-12, 2017



BIOGRAPHIES



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BOARD OF VISITORS AND NDU SENIOR LEADERSHIP

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Vice Admiral Jody A. Breckenridge United States Coast Guard (Retired)



Jody A. Breckenridge serves as Chairman of the Board for the San Francisco Bay Area Water Emergency Transportation Authority, a regional commuter ferry and emergency response agency. Under her leadership, the agency developed a Strategic Plan, an updated Emergency Response Plan integrated into both State and Federal Plans, its first independent Hazard Mitigation Plan, and updated metrics, all while responding to rapid growth in ridership. In addition to this appointment by the Governor, she also serves on his Military Council. As a board member, she serves the following agencies and nonprofits: Association for Rescue at Sea, Marines Memorial Association, Marines Memorial Foundation, Mission Readiness: Military Leaders for Kids, Oakland Military Institute, and San Francisco Fleet Week Association.

Ms. Breckenridge serves on the Board of First Command Financial Services, is a crisis management consultant with UNISYS, and recently joined Deloitte University as Executive Faculty for their Relationship Mastery Courses.

A retired three star, Vice Admiral Breckenridge completed a 34 year career in the United States Coast Guard. In her last assignment as Pacific Area Commander, she served as one of the two senior field commanders, directing all operations across 73 million square miles of the Pacific. Additional flag assignments included Director of Strategic Transformation guiding the largest reorganization and business practice realignment in the modern Coast Guard, Assistant Commandant for Human Resources with responsibility for all the workforces, pay and benefits, healthcare, awards and recognitions, housing, training and education, and Acquisition Official for training and human capital. As the Eleventh District Commander, the regional command achieved record drug interdictions including the arrest of the head of the Arellano Felix cartel. Her initial flag assignment was as Maintenance and Logistics Command Pacific leading all support and logistic systems supporting the Pacific Area Commander. As a flag officer, the Admiral participated in State Department programs in the countries of Georgia and Azerbaijan. She was a US representative for the North Pacific Coast Guard Forum and led meetings with the Russian Border Service.

Vice Admiral Breckenridge earned a Masters in National Security Strategy and Resource Management from ICAF (now the Dwight D Eisenhower School) of the National Defense University and a Masters of Public Policy from the University of Maryland (Honors). She was awarded a BS in Biology from Virginia Tech.



Mr. Douglas C. Doan



Mr. Douglas C. Doan is an active Angel Investor and General Partner of the Hivers and Strivers Investment Fund, which invests exclusively in companies launched by military vets and especially graduates of us Service Academies (West Point, Annapolis, Coast Guard and Air Force). Several of the companies launched by military veterans over the past four years are now growing rapidly and have achieved valuations in excess of \$100 million.

Doug has worked at all levels of the federal government, to include service at the White House on the National Security Council Staff during the Reagan Administration. As a Presidential Appointee, Doug joined the newly created Department of Homeland Security (DHS) and provided America's private sector with a direct line of communication to the Department. Doug worked directly with individual business, trade associations and other nongovernmental organizations to improve security, while promoting cross-border trade and travel.

Prior to joining DHS, Doug designed and implemented complex technology and business process solutions. He also gained experience in how to manage change in large organizations while serving in one of the leading manufacturing mergers and acquisitions (M&A) firms in the U.S.

Doug is a retired U.S. Army Intelligence Officer (1979-1992) with a specialty in strategic intelligence.

Doug is a 1979 graduate of the United States Military Academy at West Point. He also attended the Defense Language Institute and holds a Master's Degree in Public Administration from the John F. Kennedy School at Harvard University and a Master's Degree in Strategic intelligence from the Defense Intelligence College.

His publications include: "Farewell to the Expert on Borders" Op-Ed, The Washington Post, 1 January 2006; "Living the Dream", Cigar Aficionado, April 2002; "The Rarest Cigar in the World", Cigar Aficionado, April 2001.

Doug currently serves on the Board of Directors of Pair, as well as on the Board of the West Point Association of Graduates Development Committee. Doug is a member of the Angel Capital Association (ACA).



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Mr. John H. Fraser **Captain, United States Navy (Retired)**



Mr. John Fraser is a senior consultant with Intermediary Growth Optimization (IGO) Partners, a multi-faceted network of professionals whose mission is to drive business optimization through acquisition(s), merger(s), divestitures(s), expense reduction, succession planning and organizational development.

Mr. Fraser retired from the University of Iowa in December 2011, where he served as Director of the Executive MBA Program in the Henry B. Tippie School of Management. In that role since 1997, he collaborated extensively with corporate sponsors to assure relevant and applicable curriculum delivery to hundreds of Executive MBA participants from highly diverse corporate, government and military organizations. He was a member of the Board of Trustees of the Executive MBA Council from 2005-2009 and served as Board Chairman from 2007-2008. The EMBA

Council includes more than 200 educational institutions that administer 300 plus Executive MBA Programs internationally. In November of 2010, Mr. Fraser received the Bud Fackler Service Award from the Executive MBA Council. This award recognizes contributions to the Executive MBA Council and to Executive MBA Programs worldwide, including efforts to help other programs, to share best practices, and to raise the quality of Executive MBA programs globally. The EMBA Council named the award after Bud Fackler, the late director of the Executive MBA Program at the University of Chicago and one of the council's founders.

Mr. Fraser earned his undergraduate degree at San Diego State University and MBA from The University of Iowa. His corporate experience includes 23 years with Amana Refrigeration in numerous sales, sales management, branch management, corporate training, and human resource management leadership roles.

As an adjunct lecturer for twelve years, Mr. Fraser taught undergraduate business classes in Business Strategy, Business Communications and Ethics, and Leadership at The University of Iowa. A popular public speaker, he has also been an active Dale Carnegie Course instructor for the past 24 years.

Mr. Fraser is a retired Navy Captain, having served seven years on active duty and eighteen years in the Naval Air Reserve. He completed Naval Flight Training in October 1965 and was assigned for the next three and one-half years as a search and rescue helicopter pilot with Helicopter Combat Support Squadron One, Imperial Beach, California. Deployed twice, he and his flight crews flew combat search and rescue missions off the coast of Vietnam from the USS Constellation (1966-1967) and USS Oriskany (1967-1968). Subsequently, as a Naval Air Reservist, he held numerous positions, ultimately serving as Commanding Officer, Helicopter Anti-submarine Warfare Squadron 85, at Naval Air Station Alameda, California.



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Mr. Fraser has more than 5,500 hours of flight time and continues to maintain his currency in single and multi-engine aircraft for both personal and business purposes. On autumn weekends, he and his wife Peg, can be found riding their Harley Davidson motorcycles, as they explore the back roads of Iowa.



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Ms. Brenda S. Fulton
Captain, United States Army (Retired)



Brenda S. “Sue” Fulton is a 1980 West Point graduate, part of the first class to admit women. She was commissioned in the Army, served as a platoon leader and company commander in Germany, and was honorably discharged at the rank of Captain.

Fulton was hired by Procter & Gamble out of the Army, and enjoyed a 25-year career in brand management, marketing, and communications, at P&G, Church & Dwight, Schering-Plough, and Pfizer.

In 2009, she co-founded Knights Out, the organization of LGBT West Point alumni and allies, and a year later became a founding board member of OutServe, the association of actively-serving LGBT military members; in both roles she was an active advocate for the repeal of “Don’t Ask, Don’t Tell.” As President of SPARTA, she played a leading role in lifting

the military’s ban on transgender service in 2013.

In July 2011 she was appointed by President Obama as the first openly gay member of the West Point Board of Visitors, and became the first female USMA graduate to chair the Board in 2015. In 2017, she was recognized as one of 25 “Veterans to Watch” by We Are The Mighty, along with such notables as Senator Tammy Duckworth, actor Adam Driver, and Medal of Honor Recipient Florent Globerg. She was also recognized as one of NBC Out’s inaugural “Pride 30,” a group of “changemakers, innovators, and rising stars” in the LGBT community.

In December, 2012, after 17 years together, Fulton and her partner Penny Gnesin became the first same-sex couple to marry in the West Point Cadet Chapel. They live in Asbury Park, NJ.



Dr. Suzanne Logan



Dr. Suzanne Logan, a member of the Senior Executive Service, is a Deputy Associate Director of Human Resources Solutions within the U.S. Office of Personnel Management (OPM), who serves dual-hatted as the Director of the Center for Leadership Development and Director of the Federal Executive Institute (FEI). Serving in this capacity, she is responsible for all aspects of the U.S. government's career-long professional leadership development programs delivered through FEI and the two management development centers in Washington, D.C. and Denver, Colorado. In addition, she is responsible for the SES Leading EDGE program, USA Learning, OPM's Innovation Design Lab, the Presidential Management Fellows program, the Presidential Executive Fellows program, the International Leadership Development program, and the Federal HR Institute.

Before joining FEI, Dr. Logan served as the U.S. Air Force's Chief Academic Officer for Officer Education and the Chief Academic Officer, Air War College at Air University, Maxwell Air Force Base, Alabama. Prior to her service with the U.S. Air Force, Dr. Logan was Vice President of Academic Affairs for class.com, a private company formed by the University of Nebraska, where she held responsibilities for the development and delivery of a completely Internet-based worldwide academic program.

A seventeen-year academic administrator at Texas Tech University (TTU) and a member of the graduate faculty, Dr. Logan was the guiding force behind several groundbreaking academic initiatives, including the first virtual public school district in Texas, the university's first online Bachelor's and Master's degrees, and the largest kindergarten through Master's degree e-learning program in the country. She was one of the first members of Texas Tech's graduate faculty to teach courses using interactive video instruction and was the first to teach online courses over the worldwide web. She led the TTU to international prominence as a pacesetter in e-learning.

Dr. Logan holds a bachelor's degree in English from Midwestern State University, as well as a master's degree in management and a doctoral degree in higher education administration from TTU. She has completed certificate programs from Harvard University, the University of Georgia, the University of North Carolina, and the Center for Creative Leadership. She is a recipient of the Texas Tech University Distinguished Service Award. Dr. Logan has consulted with organizations ranging from the National Aeronautics and Space Administration (NASA) to George Washington University to the government of Columbia. She has written



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and presented extensively to national and international audiences on the topics of e-learning and lifelong learning.



Ambassador Bismarck Myrick (Retired)



Ambassador (Ret.) Bismarck Myrick, is Ambassador-in-Residence and Lecturer of Political Science and History at Old Dominion University. He completed a career in the Foreign Service of the U.S. The President twice nominated him to serve as Ambassador (Lesotho 1995; Liberia 1999). He also headed the U.S. Diplomatic Mission in Durban, South Africa -- arriving there in 1990, the year Nelson Mandela was released from 27 years of imprisonment. He later headed the Diplomatic Mission in Cape Town, South Africa. His diplomatic assignments included periods when he served as Dean of the Diplomatic Corps. In addition, he served as Desk Officer for Somalia; chaired an interagency working group on strategic nuclear policy; and, as Deputy Director, managed U.S. security assistance policies for South America and the Caribbean.

He has traveled to over 40 African countries and represented the U.S. at the swearing in of South Africa's first democratic parliament. The Kingdom of Lesotho conferred on him the Kingdom's highest honor to a non-citizen. Liberia's major newspapers and civil society organizations named him "Diplomat of the Year" or "Man of the Year" for three consecutive years. The City Council appointed him Goodwill Ambassador for Goree Island, Senegal. He was Political Officer in Liberia during the government of Samuel Doe. He has completed study and orientation visits to Western Africa (Senegal) and South Africa an average of every other year during the period 2006 to 2016

Ambassador Myrick also completed a career in the U.S. Army. Starting as a private, he rose through the ranks to become a field grade officer. He served in Vietnam, Korea, Japan, Germany and Ethiopia. He earned the Silver Star, two Bronze Stars for heroism in combat, two Bronze Stars for meritorious service in a combat zone, the Purple Heart, Meritorious Service Medal, Parachutist Badge and Combat Infantryman Badge. An Army Foreign Area Officer (Africa Specialist), he was Director of African Studies at the School of International Studies, Fort Bragg, NC. He is in the National Infantry Hall of Fame at Fort Benning, GA. He was the ODU 2011 Veterans Day Honoree and Featured Speaker.

He graduated from the University of Tampa with honors and earned an M.A. degree from Syracuse University. Spelman College awarded him a Doctor of Humane Letters degree. He is co-author of *Three Aspects of Crisis in Colonial Kenya*; author of "The United States and Liberia" in *The African Experience: Past, Present, and Future* and author of scores of official documents. Portsmouth, VA, his home town, named two streets in his honor and selected him as a "Portsmouth Notable" – the city's highest honor.



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Active in community service, he is on a number of boards, such as the World Affairs Council. He is married to Marie Pierre Myrick and they live in Chesapeake. His children are Attorney Bismarck Myrick, Jr., Wesley Todd Myrick and Allison Elizabeth Myrick Sanders.



General Lloyd W. Newton United States Air Force (Retired)



Lloyd W. “Fig” Newton is a retired Executive Vice President, Pratt & Whitney Military Engines, East Hartford, Connecticut. As Executive Vice President, he was responsible for all aspects of customer requirements, support and services. He provided leadership and direction for all business development, aftermarket services and activities associated with integrated logistics support and fleet management. He was also responsible for worldwide customer satisfaction and the continued growth of the Military Engine business which has \$1.3 Billion in annual revenue.

A retired four-star General, Newton joined Pratt & Whitney in September 2000 after a successful 34 & 1/2 year career with the United States Air Force. He was born in Ridgeland, South Carolina, where he graduated from Jasper High School. He earned a Bachelor of Science degree in aviation education and was commissioned a Second Lieutenant from Tennessee State University, Nashville, Tennessee in 1966. In 1985, he received a Master of Arts degree in Public Administration from George Washington University, Washington, D.C.

The General is a command pilot with more than 4,000 flying hours in the T-37, T-38, F-4, F-15, F-16, C-12 and the F-117 stealth fighter. In 1968, he flew 269 combat missions in Vietnam and was selected to join the U.S. Air Force Aerial Demonstration Squadron, the Thunderbirds, in November 1974. From 1978 to 1982, he was assigned as an Air Force congressional liaison officer with the U.S. House of Representatives, Washington, D.C. He has commanded three wings, an air division and held numerous senior staff positions. He served as the Director of Operations, United States Special Operations Command and as Assistant Vice Chief of Staff Headquarters U.S. Air Force.

Newton culminated his Air Force career as the Commander, Air Education and Training Command where he was responsible for recruiting, training and education for all Air Force personnel. His command consisted of 13 bases, 43,000 active duty personnel and 14,000 civilians. In 1998, General Newton was inducted into the South Carolina Aviation Hall of Fame and in April 2005, he was appointed by President Bush to serve as a commissioner on the Defense 2005 Base Realignment and Closure Commission. In June 2009, he was appointed by President Barack Obama to serve as a commissioner for the White House Fellows Program. He also serves on the Boards of L-3 Corporation, Torchmark Corporation, and The National Business Aviation Association.

Newton is married to the former Elouise Morning and they reside near Tampa Florida.



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Ms. Linda Robinson



Linda Robinson is a senior international and defense policy analyst at the RAND Corporation. Her current research centers on the U.S. strategy to counter the Islamic State, post-conflict stabilization, and special operations forces. She recently testified before the U.S. Congress on U.S. counterterrorism policy.

Her recent RAND publications include U.S. Special Operations Forces in the Philippines (2016), A Politico-Military Assessment of the Counter-ISIS Campaign (2016) and Improving Strategic Competence: Lessons from 13 Years of War (2013). Her best-selling and critically acclaimed books, including: *One Hundred Victories: Special Ops and the Future of American Warfare* (2012); *Tell Me How This Ends* (2008), and *Masters of Chaos* (2004).

She is on the advisory board of the National Defense University and past chair of the Army War College board. Prior to joining RAND in 2012, Robinson conducted research as a public policy scholar at the Woodrow Wilson International Center for Scholars, a senior adjunct fellow at the Council on Foreign Relations, a senior consulting fellow at the International Institute of Strategic Studies, and at Booz Allen Hamilton. Prior to these positions she was a longtime foreign correspondent and a regular commentator on PBS Washington Week in Review.

Robinson has traveled extensively in the Middle East, South Asia, and Latin America for her work. She is a life member of the Council on Foreign Relations. Robinson received a B.A. with high honors from Swarthmore College in political science, was a Nieman Fellow at Harvard, and received the Maria Moors Cabot prize from Columbia University.



Mr. Ian H. Solomon



Ian H. Solomon is founder and CEO of SolomonGlobal, LLC, (www.solomonglobal.net) a training and consulting firm devoted to building capacity for negotiation, collaboration, and conflict resolution in complex situations around the world. Solomon is also a Lecturer on Negotiation Theory and Practice at the University of Chicago Law School and a non-resident Fellow on Africa at the Chicago Council on Global Affairs.

A businessman, policy maker, diplomat, and educator with over 20 years of experience in more than 40 countries, Solomon created SolomonGlobal to advance the art and science of cooperation to address our greatest challenges. SolomonGlobal offers unique learning experiences and strategic advisory and facilitation services to individuals, organizations, governments, and partnerships worldwide, to foster innovation in collective problem solving and to build local and global capacity for collaboration and peace.

Previously, Solomon was Vice President for Global Engagement at the University of Chicago, where he led teams in Chicago, Beijing, New Delhi and Hong Kong to support international programs, overseas centers and campuses, research collaborations, and innovative global education opportunities. While at UChicago, Solomon launched the Global Engagement Office and the University's Centers in Delhi and Hong Kong, and collaborated with deans and faculty across all professional and academic disciplines to expand and enhance the University's strategy, visibility and impact in the U.S. and abroad.

From 2010 to 2013 Solomon served as the U.S. Executive Director for the World Bank Group (WBG). Nominated by the Obama administration and unanimously confirmed by the U.S. senate, Solomon represented the United States in multilateral diplomacy and multi-stakeholder agreements. In this role, he championed open data, institutional innovation, and increasing private sector investment in Africa. He also served on the WBG Audit and Governance Committees and actively advised on numerous development initiatives.

Prior to his role at the WBG, Solomon worked as Senior Advisor to U.S. Treasury Secretary Timothy Geithner. As part of the initial Treasury team handling financial crisis response, Solomon focused on TARP restructuring, foreclosure prevention initiatives, and regulatory reform. He also worked to strengthen Treasury's policy role in global anti-poverty and food security efforts with U.S. and multilateral development agencies.

Before joining the Treasury team, Solomon served as Legislative Counsel to then-U.S. Senator Barack Obama, where he helped with various legislative initiatives on economic policy and government reforms, including the landmark Federal Funding Accountability and Transparency Act (P.L. 109-282).



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From 2002-2005, Solomon was Associate Dean of the Yale Law School, where he worked as the School's Chief Financial Officer, managing the budget, overseeing human resources for faculty and staff, and directing financial and administrative planning.

Solomon began his career as consultant at McKinsey & Company, where he counseled clients in international financial services, media and nonprofit sectors on growth strategy, change management, cost-cutting and governance.

Solomon is originally from New York City. He earned his AB magna cum laude from Harvard University and his JD from Yale Law School. He has traveled extensively in Africa, Asia, Europe, and Latin America, and has also lived in South Africa. He co-authored two chapters in *"No more tears...Struggles for Land in Mpumalanga, South Africa"* (1997). He is the recipient of numerous awards and designations, and in 2012 was selected as a Young Global Leader by the World Economic Forum.



Dr. Stephen Joel Trachtenberg



Stephen Joel Trachtenberg is President Emeritus and University Professor of Public Service at The George Washington University. He served as GW's 15th president from 1988 to 2007. Trachtenberg came to GW from the University of Hartford, where he had been president for 11 years. He also held positions as vice president for academic services and academic dean of the College of Liberal Arts at Boston University, and was the special assistant to the U.S. Education Commissioner, Department of Health, Education and Welfare.

Trachtenberg is a member of the Council on Foreign Relations and Phi Beta Kappa. He is on the Board of the Bankinter Foundation in Madrid and the Ditchley Foundation in England. He is a Fellow of the American Bar Foundation, the American Academy of Arts and Sciences and the National Academy of Public Administration. Trachtenberg chaired the Rhodes

Scholarships Selection Committee for Maryland and the District of Columbia.

Trachtenberg has published six books: *Presidencies Derailed: Why University Leaders Fail and How to Prevent It*, published by Johns Hopkins University Press; *BMOC: A University President Speaks Out on Higher Education* published by Simon and Schuster's Touchstone Press; *Write Me A Letter: The Wit and Wisdom of Stephen Joel Trachtenberg*; *Reflections on Higher Education*; *Thinking Out Loud: A Decade of Thoughts on Higher Education*; and *Speaking His Mind: Five Years of Commentary on Higher Education*. He is co-editor of two books: *The Art of Hiring in America's Colleges & Universities*, and *Letters to the Next President*.

Trachtenberg served on the DC Mayor's Transition team. He has been on numerous boards such as the DC Chamber of Commerce, which he chaired, the National Board of Trade and the Federal City Council. He was a member of the Board of the Loctite Corporation, MNC and Riggs Bank. He served on the CNO Executive Panel and The White House Fellows Selection Panel. The Secretary of State gave him the Open Forum Distinguished Public Service Award. He received the Department of the Treasury Medal of Merit.

Trachtenberg earned a Bachelor of Arts degree from Columbia University, a Juris Doctor from Yale University, and a Master of Public Administration degree from Harvard University. In addition, he holds 22 honorary doctoral degrees, including a Doctor of Laws from his alma mater, Columbia University. Trachtenberg and his wife, Francine Zorn Trachtenberg, have two sons and four grandchildren.



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Admiral Patrick Walsh, Ph.D. United States Navy (Retired)



Admiral Patrick Walsh, USN (Ret.), is Vice President for Customer Education at FireEye, Inc. (NASDAQ: FEYE), where he leads a newly formed business unit to develop NexGen Education, Training & Readiness solutions. Prior to company acquisition, he was Senior Vice President at iSIGHT Partners, a global leader in cyber threat intelligence where he was General Manager for ThreatSPACE, a division of the company that uses intelligence-based scenarios to advance enterprise-level readiness for commercial industry and government agencies.

Concurrently, Admiral Walsh is a Senior Fellow in National Security and Defense at the John Goodwin Tower Center for Political Studies at Southern Methodist University and Chairman of the Dallas Committee on Foreign Relations. He is an Outside Director on the Board of Directors of Fujitsu Defense and National Security Corp.

Prior to joining the private sector, Admiral Walsh held consecutive assignments as one of the highest-ranking officers in the U.S. Navy from 2007-2012, first as the Vice Chief of Naval Operations and then as Commander, U.S. Pacific Fleet, where he commanded the largest fleet in the world. Admiral Walsh commanded the Joint Support Force, Operation TOMODACHI, in response to the Great Eastern Japan Earthquake, tsunami, and radiological crisis. He received the ‘Grand Cordon - Order of the Rising Sun’ from the government of Japan and was recognized by the Japanese Chamber of Commerce and Industry, with the ‘Eagle on the World Award.’ He received similar recognition and awards from the Japan-America societies in Dallas-Fort Worth and Southern California. The Republic of Korea recognized him with the Tong-il Award, the nation’s highest peacetime military honor.

In addition to operational duties that included assignments in combat operations and flying with the Navy Flight Demonstration Squadron – the Blue Angels, command of Strike/Fighter Squadron ONE ZERO FIVE, Carrier Air Wing ONE, Carrier Strike Group SEVEN, and U.S. FIFTH Fleet in the Middle East, Admiral Walsh was a White House Fellow and served in the Office of Management and Budget.

Admiral Walsh graduated from Jesuit College Preparatory School in Dallas, Texas, where he received the Distinguished Graduate and Distinguished Alumnus awards. He is a graduate from the U.S. Naval Academy and earned a Bachelor of Science degree; he received a Master of Arts degree from Chapman University, a Master of Arts in Law & Diplomacy and Ph.D. in International Relations from the Fletcher School of Law and Diplomacy, Tufts University. Admiral Walsh received an honorary doctorate from the University of



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Dallas. He is a member of the Secretary of the Navy Advisory Panel, the Board of Governors of the Center for Creative Leadership, the Board of Trustees of the Institute for Defense Analyses, the Board of Visitors for National Defense University, the Veterans of Foreign Wars Foundation Board, the Baylor Healthcare Foundation Board as well as other community organizations.



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Major General Frederick M. Padilla
United States Marine Corps
15th President, National Defense University



Major General Padilla was born in April 1959 in Torrejon, Spain, to a career Air Force officer. He is a 1982 graduate of East Carolina University and was commissioned in 1983.

Major General Padilla's assignments in the operating forces include Platoon Commander, Company Commander and Battalion Adjutant, 3d Battalion, 6th Marine Regiment; Rifle and Weapons Company Commander, 3d Battalion, 9th Marine Regiment; Inspector-Instructor, Weapons Company, 2d Battalion, 23rd Marine Regiment; G-3 Operations Officer, 1st Marine Division; Commanding officer, 1st Battalion, 5th Marines and Commanding General, 3d Marine Division.

Other assignments include Command Adjutant, Marine Aircraft Group-42, Detachment A, 4th Marine Aircraft Wing; Commanding Officer, Marine Detachment, USS CANOPUS (AS-34); Commanding Officer, School of Infantry-West; and Chief of Staff, Marine Corps Combat Development Command. His joint assignments include Plans Officer, J3/5 and Secretary of the Joint Staff, Joint Task Force Six; and Branch Chief for the Joint Requirements Oversight Council (J8) on the Joint Staff in the Pentagon. Major General Padilla's first General Officer assignment was as the Commanding General Marine Corps Recruit Depot, Eastern Recruiting Region, Parris Island, South Carolina.

Major General Padilla was promoted to his present rank in July 2013 and before coming to NDU as 15th President was the Director of Operations with Plans, Policies and Operations, Headquarters Marine Corps.

Major General Padilla is a graduate of the Marine Corps Amphibious Warfare School, Air Command and Staff College, Armed Forces Staff College and Naval War College. He has a B.A. in Geography and an M.A. in National Security and Strategic Studies.

His personal decorations include the Legion of Merit (with Combat V and two gold stars), Defense Meritorious Service Medal (with oak leaf), the Meritorious Service Medal, the Joint Service Commendation Medal, the Navy and Marine Corps Commendation Medal (with gold star), the Navy and Marine Corps Achievement Medal (with gold star), and the Combat Action Ribbon (with gold star).



Ambassador Donald Y. Yamamoto
Senior Vice President, International Programs and Outreach
National Defense University



Ambassador Donald Yamamoto previously served as a senior advisor to the Director General of the Foreign Service on personnel reform, from 2015 to 2016. He recently served as Charge d'Affaires at the U.S. Mission Somalia office in Mogadishu in 2016, and in senior positions in Kabul, Mazar e-Sharif and Bagram, Afghanistan, 2014-2015. He was the Acting Assistant Secretary in the Bureau of African Affairs in 2013 and was Principal Deputy Assistant Secretary from 2009 to 2013. He served as the U.S. Ambassador to the Federal Democratic Republic of Ethiopia, 2006 to 2009 and to Djibouti, 2000-2003. He was Deputy Assistant Secretary of State in the Bureau of African Affairs from 2003 to 2006. He holds the rank of Career Minister.

Ambassador Yamamoto entered the Foreign Service in 1980, serving primarily in Africa, with assignments in the Middle East and Asia. He received a Master's Degree from the National War College in 1996 and worked on Capitol Hill on a Congressional Fellowship in 1991.

Ambassador Yamamoto graduated from Columbia College and received a Master's degree in International Affairs from Columbia University. He is the recipient of a Presidential Distinguished Service Award, Presidential Meritorious Service Award, Secretary's Distinguished Honor Award, over a dozen Senior Performance Awards, the 2006 Robert Frasure Memorial Award for advancing conflict resolution in Africa, and numerous other awards.



Dr. John W. Yaeger
Provost
National Defense University



John W. Yaeger, E.D., was appointed Provost in July 2010, after serving in that position as Interim Provost since October 2009. Governor Martin O'Malley appointed Dr. Yaeger to the Maryland Higher Education Commission in March 2012. Governor Lawrence J. Hogan Jr. reappointed Dr. Yaeger to the Commission in July 2016. The 12- member Commission is an independent agency responsible for the planning, supervision and coordination of the state's post-secondary education system, including public and private colleges, universities and for-profit career schools.

Dr. Yaeger is a 1974 graduate of the U.S. Naval Academy. He received a Masters Degree from the Naval Postgraduate School, Monterrey, California; a Masters of Science in National Resource Strategy from the Industrial College of the Armed Forces (ICAF), National Defense University, Washington, D.C.; and the degree of Doctor of Education from The George Washington University, Washington, D.C. In addition,

Dr. Yaeger is the Class President for the Naval Academy Class of 1974. From June 1974 through June 1993 Dr. Yaeger had assignments with naval aviation squadrons and ships, serving as an instructor pilot in each operational assignment. Following command, he was assigned to the U.S. Naval Academy from July 1993 until July 1996 as the Commandant's Operations Officer. He also instructed courses in leadership and character development.

In 1996, (then) Captain Yaeger reported to the Industrial College of the Armed Forces (ICAF) at the National Defense University, and has been a student; Professor of Grand Strategy; Associate Dean of Faculty and Academic Programs; and, in June of 2000, was appointed Dean of Faculty and Academic Programs. In that capacity, he was the principal educational advocate and adviser to the College Commandant. Captain Yaeger directed the formulation and execution of curriculum to include core courses, elective studies program, and research. He supervised 88 senior-ranking military and civilian faculty members, recruited and selected new military and civilian faculty, and was responsible for faculty contract renewals. Captain Yaeger retired from active duty in July 2004. He then became the first ICAF Director of Institutional Research where he served as the primary consultant and adviser to the ICAF Commandant on overall institutional research matters, strategic planning, and assessments. Dr. Yaeger was responsible for evaluating and disseminating institutional data to stimulate positive changes to the education processes at ICAF.

In September 2008, Dr. Yaeger was appointed as the Associate Provost for Planning and Assessment for



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the National Defense University and is responsible for the reporting of institutional data to external agencies; analysis and dissemination of institutional data to campus constituencies to support strategic planning, enrollment management, and decision making; outcomes assessment research; and studies of institutional effectiveness, campus climate, and student satisfaction.



Robert C. Kane
Major General, United States Air Force (Retired)
Chief Operating Officer



Robert C. Kane (Maj. Gen., USAF, Ret.) joined the leadership of National Defense University (NDU) in October, 2014, as the university's first Chief Operating Officer (COO).

As COO, Kane leads all direct operational aspects of the university, including information technology services, human resources, facilities management, and budget. He also has oversight of travel, continuity of operations, and policies pertaining to the administration of these university programs.

Kane served as the Commandant of the U.S. Air Force's senior military school, the Air War College at Maxwell Air Force Base, Alabama from 2010-2011. During his 33-year military career, he gained extensive leadership experience in strategic planning, program and operations management, international partnerships, government relations, acquisition, risk management and compliance, transportation, and logistics.

Kane's final active duty assignment was as Director of Global Reach Programs in the Office of the Assistant Secretary of the Air Force for Acquisition, where he oversaw strategic planning and trade space analysis for the USAF's \$53 billion portfolio of more than 2,500 cargo, air refueling, special operations, training and executive airlift aircraft. He possesses extensive international experience from assignments in Iraq, Turkey, Korea, and Germany, including leading international teams and negotiations, and managing host-nation government and community relations programs. In Iraq during Operation IRAQI FREEDOM, he served as commanding general of the Coalition Air Force Transition Team. He also served as commander of the 86th Airlift Wing and Kaiserslautern Military Community at Ramstein Air Base, Germany. As a command pilot, he logged more than 4,200 hours in a variety of aircraft.



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Brigadier General Paul H. Fredenburgh III **United States Army**

Commandant, Dwight D. Eisenhower School for National Security and Resource Strategy



Brigadier General Paul H. Fredenburgh III became the Commandant of the Dwight D. Eisenhower School for National Security and Resource Strategy on July 22, 2016.

As Commandant, Brigadier General Fredenburgh reports to the President of the National Defense University and is responsible for executing the Eisenhower School senior-level course of study with emphasis on the formulation and implementation of national security and resourcing strategy. Brigadier General Fredenburgh supervises approximately 380 personnel including faculty, staff, and students, and ensures mission accomplishment in preparing select senior leaders for strategic leadership of the institutions and activities associated with the integrated development and resource execution of national security strategy.

Brigadier General Fredenburgh was born in Albany, New York. He graduated from Norwich University, Northfield, Vermont in 1988 with a Bachelor of Science Degree in Electrical Engineering and was commissioned a second lieutenant in the infantry. He has earned a Master of Arts Degree in National Security and Strategic Studies from the Naval College of Command and Staff, Newport, Rhode Island and a Master of Science Degree in National Resource Strategy with a concentration in Information Operations from the Industrial College of the Armed Forces, National Defense University, Fort McNair, Washington D.C.

His assignments include: Platoon Leader for Charlie Company and Battalion S1 in the 5th Battalion 87th Infantry, 193rd Infantry Brigade, OPERATION JUST CAUSE, Republic of Panama; Executive Officer and Commander for Headquarters and Headquarters Company 193rd Infantry Brigade, Republic of Panama; Communications and Electronics Officer for 2nd Battalion 3rd Special Forces Group (Airborne), Fort Bragg, North Carolina and OPERATION UPHOLD DEMOCRACY, Haiti; S3 Plans and Exercise Officer and Alpha Company Commander for the 3rd Psychological Operations Dissemination Battalion, 4th Psychological Operations Group (Airborne), Fort Bragg, North Carolina; S3 Plans Officer and Commander for Headquarters and Headquarters Company, 35th Signal Brigade (Airborne), Fort Bragg, North Carolina; G6 Plans Officer, G6, and Executive Officer in the 501st Signal Battalion, 101st Airborne Division (Air Assault), Fort Campbell, Kentucky and OPERATION IRAQI FREEDOM, Iraq; Action Officer, Joint Staff, Command, Control, Communications, and Computers Directorate (J6), Pentagon; Battalion Commander, 51st Signal Battalion (Expeditionary), Ft. Lewis, WA and OPERATION IRAQI FREEDOM, Iraq; Chief,



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Current Operations Branch, Army Chief Information Office/G-6, Pentagon; United States Chairman of the Joint Republic of Korea and United States C4I Working Group on behalf of United States Forces Korea, the Chief of Operations for 1st Signal Brigade; Commander of the 1st Signal Brigade, Yongsan Garrison, Seoul Korea; and most recently, Chief Network Integration Division, Chief Information Office/G-6, Pentagon.

His awards and decorations include the Legion of Merit, Bronze Star Medal, Defense Meritorious Service Medal, Meritorious Service Medal, Army Commendation Medal, Joint Achievement Medal, Army Achievement Medal, Combat Infantry Badge, Ranger Tab, Senior Parachutist Badge, the Air Assault Badge, Joint Chiefs of Staff Identification Badge, and Army Staff Badge

Brigadier General Fredenburgh is married to the former Miss Lisa Speziale and together they have three children: Paul IV, Leah, and Rachel.



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**Rear Admiral Jeffrey Ruth
United States Navy
Commandant, Joint Forces Staff College**



Rear Adm. Jeffrey Ruth, a native of Key West, Florida, grew up in San Diego, and graduated with distinction from the United States Naval Academy in 1986 with a Bachelor of Science in Aeronautical Engineering. He reported to flight school at Naval Air Station (NAS) Pensacola later that year, and was designated a naval flight officer in January 1988. He attended the Naval Postgraduate School in Monterey, California, and the U.S. Naval Test Pilot School at NAS Patuxent River, Maryland, as part of the NPS/TPS Co-op program (June 1992 - December 1994). Upon completion of the course he was awarded a master's degree in aeronautical engineering. He also holds a master's degree in business administration from Colorado State University.

At sea, he served as a division officer with Fighter Squadron (VF) 2 (June 1989–April 1992) where he flew in support of Operation Desert Storm and as a department head with the Electronic Attack Squadron (VAQ) 140 (January 1998–August 2000) where he flew in support of Operation Allied Force, Kosovo. During his tour as commanding officer of VAQ-137 (October 2003—March 2004), the “Rooks” were the first EA-6B squadron to deploy to Bagram Air Force Base Afghanistan in support of Operation Enduring Freedom. Ruth has flown more than 100 combat missions in Iraq, Kosovo and Afghanistan. Additionally, he served as navigator aboard USS George Washington (CVN 73) (March 2005–June 2006) and executive officer aboard USS Abraham Lincoln (CVN 72) (March 2008–December 2009).

During his tour as commanding officer of the U.S. 6th Fleet's flagship homeported in Gaeta, Italy (August 2010–September 2011), USS Mount Whitney (LCC 20) served as the command and control platform for Operation Odyssey Dawn, Libya. As commanding officer of USS Nimitz (CVN 68) (March 2012—July 2014) he deployed to the Western Pacific, Red Sea and Middle East supporting Operation Enduring Freedom. He served as Commander, Navy Region Northwest in Silverdale, Washington (August 2014 – July 2016).

Ashore his assignments include F-14D project officer at Naval Air Warfare Center, Point Mugu, California, (January 1995–March 1997) and operational planner on the staff of the Commander, Allied Forces North Europe in Brunssum, the Netherlands (August 2000–August 2002). Additionally he attended the Navy Nuclear Power School (July 2007–February 2008).

Ruth assumed duties as Commandant, Joint Forces Staff College in August 2016.



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He has been awarded the Legion of Merit (two awards), the Defense Meritorious Service Medal, the Meritorious Service Medal (four awards), the Air Medal (five individual awards with Combat “V” and eight Strike/Flight), the Navy and Marine Corps Commendation Medal (three awards, one with Combat “V”) and other personal, unit and campaign awards.



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Brigadier General Chad T. Manske
United States Air Force
Commandant, National War College



Brig. Gen. Chad T. Manske is the 30th Commandant of the National War College, Fort Lesley J. McNair, Washington D.C. The mission of the National War College is to prepare future leaders of the Armed Forces, Department of State, foreign Military officer and other civilian agencies for high-level policy command and staff responsibilities by conducting a senior-level course of study with emphasis on the formulation and implementation of national security strategy and policy. As the commandant, General Manske is responsible for formulating academic policies, supervising curriculum planning, preparation, and ensuring excellence in classroom teaching.

General Manske was commissioned in 1989 following his graduation from Michigan State University, and has commanded at the squadron, group, and wing levels. Additionally, he has deployed in support of ongoing operations in Central and Southwest Asia as an air expeditionary group commander, the Deputy Director and Director of the U.S. Central Command's Deployment and Distribution Operations Center, and as an air expeditionary wing commander for operations Odyssey Dawn and Unified Protector. Prior to his current assignment, the general was the Deputy Commander, Canadian North American Aerospace Defense Region, and Deputy Combined/Joint Force Air Component Commander for 1 Canadian Air Division, Winnipeg, Manitoba, Canada.

EDUCATION

- 1989 Bachelor of Arts, Political Science-Pre Law, Michigan State University
- 1995 Squadron Officer School, Maxwell Air Force Base, Ala.
- 1996 Master of Aeronautical Science, Embry Riddle Aeronautical University
- 2001 Master of Military Operational Art and Science, Air Command and Staff College, Maxwell AFB, Ala.
- 2001 Air War College, by correspondence
- 2002 Master of Airpower Art and Science, School of Advanced Airpower Studies, Maxwell AFB, Ala.
- 2008 National Defense Fellow, Harvard University, Weatherhead Center for International Affairs, Cambridge, Mass.
- 2010 Enterprise Leadership Seminar, University of Virginia Darden School of Business, Charlottesville
- 2011 Joint and Combined Warfighting School (JPME II), Norfolk, Va.
- 2012 Strategic Mindset Seminar, Washington, D.C.
- 2013 Harvard Kennedy School US-Russia Security Program, George Washington University Elliott School, Washington, D.C.



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2014 National and International Security Leadership Seminar, Washington, D.C.

2015 Joint Force Air Component Commander Course, Maxwell AFB, Ala.

ASSIGNMENTS

1. April 1990 - April 1991, Student, undergraduate pilot training, Columbus AFB, Miss.
2. May 1991 - December 1991, Student, KC-135A and KC-135 R-difference training, Castle AFB, Calif.
3. January 1992 - December 1993, KC-135R Standards/Evaluation Pilot, 91st and 97th Air Refueling Squadron, Malmstrom AFB, Mont.
4. January 1994 - October 1994, KC-10 Pilot and Executive Officer, 32nd Air Refueling Squadron, Barksdale AFB, La.
5. November 1994 - July 1998, KC-10 Instructor Pilot, Wing Executive Officer, and Deputy Flight Commander, 32nd Air Refueling Squadron/305th Air Mobility Wing, McGuire AFB, N.J.
6. August 1998 - July 2000, C-17A Aircraft and Flight Commander, 17th Airlift Squadron, Charleston AFB, S.C.
7. August 2000 - June 2001, Student, Air Command and Staff College, Maxwell AFB, Ala.
8. July 2001 - June 2002, Student, School of Advanced Airpower Studies, Maxwell AFB, Ala.
9. July 2002 - June 2004, Special Assistant to Commander, U.S. Joint Forces Command and Supreme Allied Commander Transformation (NATO), Norfolk, Va.
10. June 2004 - July 2005, Commander, 7th Airlift Squadron, McChord AFB, Wash.
11. July 2005 - December 2005, Deputy Commander, 62nd Operations Group, McChord AFB, Wash. (October 2005, Commander, 385th Air Expeditionary Group, Incirlik Air Base, Turkey)
12. December 2005 - June 2007, Vice Commander, 436th Airlift Wing, Dover Air Force Base, Del. (December 2006 - April 2007, Deputy Director, U.S. Central Command Deployment and Distribution Operations Center, Camp Arifjan, Kuwait)
13. July 2007 - June 2008, National Defense Fellow, Weatherhead Center for International Affairs, Harvard University
14. July 2008 - August 2009, Chief, Strategy and Integration Division, Headquarters U.S. Air Force, Washington, D.C.
15. September 2009 - June 2011, Commander, 100th Air Refueling Wing, Royal Air Force Mildenhall, England (March 2011, Commander, 406th Air Expeditionary Wing, Moron Air Base, Spain)
16. July 2011 - June 2012, Air Force Fellow, Council on Foreign Relations, New York City, N.Y.
17. July 2012 - January 2015, Deputy Director for Operational Logistics, Logistics Directorate (J4), Joint Staff, the Pentagon, Washington, D.C.
18. January 2015 - June 2015, Director, U.S. CENTCOM Deployment and Distribution Operations Center, Camp Arifjan, Kuwait
19. August 2015 - present, Deputy Commander, Canadian North American Aerospace Defense Region, and Deput Combined/Joint Forces Air Component Commander, 1 Canadian Air Division, Winnipeg, Manitoba, Canada

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal w/bronze oak leaf cluster, Legion of Merit, Defense Meritorious Service Medal w/two oak leaf clusters, Meritorious Service Medal w/four oak leaf clusters, Air Medal w/oak leaf cluster, Aerial Achievement Medal w/five oak leaf clusters, Air Force Commendation Medal, and the Canadian Armed Forces Meritorious Service Medal



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Janice M. Hamby
Rear Admiral, United States Navy (Retired)
Chancellor, College of Information and Cyberspace



Janice Hamby, RADM, USN (Ret.) began serving as the College of Information and Cyberspace Chancellor in October 2014. She previously served on the staff of the Secretary of Defense (OSD) as the Deputy Chief Information Officer for Command, Control, Communications and Computers (C4) and Information Infrastructure Capabilities (DCIO for C4IIC).

A native of Medina, Ohio, Hamby was commissioned from the University of North Carolina at Chapel Hill Navy Reserve Officers Training Corps program in 1980. Early assignments included duty at Naval Regional Data Automation Center, Washington; commander, Naval Base Pearl Harbor; and plans and project management department head at the Data Processing Service Center, Pearl Harbor. She attended Boston University earning a Master of Science in Information Systems Management and a Master of Business Administration, graduating from both programs with highest honors. She was subsequently

assigned as assistant professor of Computer Sciences at the U.S. Military Academy and then served as deputy director of the Communications Operations Directorate at Naval Computer and Telecommunication Station Washington. In 1994, she reported to USS Dwight D. Eisenhower (CVN 69) as part of the initial assignment of women to naval combatants. She participated in Eisenhower's deployment to Haiti in support of Operation Uphold Democracy, completing her surface warfare qualification during Eisenhower's 1994 Mediterranean deployment. In August 1995, she transferred to USS George Washington (CVN 73) to serve as the first afloat combat systems officer to combine information systems management, combat systems maintenance and telecommunications systems management in one department.

Hamby graduated from the U.S. Naval War College in November 1997, earning a Master of Arts in National Security and Strategic Studies. Awarded the Vice Admiral Arthur Cebrowski award for best essay related to information warfare, command and control warfare and related systems and technology issues, she graduated with distinction and was named Presidential Honor Graduate. Hamby was then selected to serve as an associate fellow on the chief of naval operations' Strategic Studies Group.

Hamby assumed command of Naval Computer and Telecommunications Station, Jacksonville, Fla., in August 1998, also reporting to Commander, Navy Region South East in an additional duty capacity as program manager for information technology. During this assignment, she served as the Navy's Southeast Region Y2K coordinator for both computer systems and imbedded facilities.



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Hamby is a 2001 graduate of the Joint Forces Staff College and winner of the National Defense University Foundation Writing Award for best essay on joint matters. She served on the staff of commander, Striking and Support Forces Southern Europe, as command liaison to the Commander, 6th Fleet staff and special assistant for information management and information operations issues. She assumed major command of U.S. Naval Computer and Telecommunications Area Master Station, Europe Central, Naples, Italy, in October 2002.

Following her major command tour Hamby served on the chief of naval operations staff as the FORCENet Capabilities Assessment branch head and FORCENet Warfare pillar deputy (N704B). During this tour, she accepted a temporary assignment as the director of Knowledge and Information Management on the staff of the Multi-National Force – Iraq, Baghdad, Iraq. In July 2006, she reported to her first flag assignment at Naval Network Warfare Command as director of Global Operations. In May 2008, she reported as director, Command Control Systems, North American Aerospace Defense Command and U.S. Northern Command. In May 2009, she was selected for a second star and in July 2009 reported as Joint Chiefs of Staff, vice director for C4 Systems (J6). In March 2011, she reported to the OSD staff.

Hamby's personal awards include the Defense Superior Service Medal with two Oak Leaf Clusters, the Legion of Merit with two Gold Stars, the Defense Meritorious Service Medal, the Navy Meritorious Service Medal with three Gold Stars, the Navy and Marine Corps Commendation Medal with Gold Star, the Army Achievement Medal, the Navy and Marine Corps Achievement Medal with Gold Star, the Navy Outstanding Volunteer Service Medal, various unit commendations and awards, and FedScoop's DC's Top 50 Women in Technology 2015.



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Dr. Charles Cushman, Jr.
Interim Chancellor and Dean of Academics
College of International Security Affairs

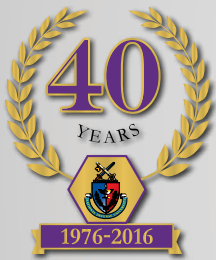


Dr. Chuck Cushman is the Interim Chancellor and Dean of Academics in the College of International Security Affairs at the National Defense University. He came to NDU from Georgetown, where he was a Senior Fellow at Georgetown's Government Affairs Institute. Previously, he spent a decade at the Graduate School of Political Management at The George Washington University, where he taught courses on political history, politics and public policy, national security policymaking, and Congress's roles in defense policy. He was Acting Director of the School 2010-11. Dr. Cushman is the author of *An Introduction to the US Congress* and a forthcoming book on Congress and national security policymaking.

He did his graduate training at the University of North Carolina at Chapel Hill, where he completed a Ph.D. in American Politics (1996). His research focuses on the role of Congress in setting US national security policy.

He is a 1986 graduate of West Point and served nine years in the US Army as an Armor officer. He was a platoon leader, S-3 Air Operations officer, and Company executive officer in 2-66 Armor, 2nd Armored Division (Forward) in Germany (1987-89). At the Armor Center and School, Fort Knox, KY, he was Chief, Administrative Branch, Maintenance Department, and Commanding Officer, Troop E, 6-12 Cavalry (1990-92). He completed his service as an instructor in the Department of Social Sciences at West Point (1994-95).

Dr. Cushman was a defense consultant working on force structure and strategy for the Aerospace Integration Task Force, Headquarters, US Air Force; the Office of the Secretary of Defense; and the Space Commission. He was director of legislative relations for an advocacy group working to advance peace in the Middle East, and was defense and foreign affairs Legislative Assistant to Rep. David Price (NC-04) in the 105th Congress.



Dr. Laura Junor
Acting Director
Institute for National Strategic Studies



Dr. Laura Junor is currently serving as the Director of the Institute for National Strategic Studies. She had previously served as the Director for the Center for Strategic Research (CSR) and holds the academic rank of University Professor at NDU. As Director of INSS, she oversees five research centers and a publishing unit that provide direct analytic support to the Chairman of the Joint Chiefs of Staff and the Office of the Secretary of Defense. The research centers provide regional expertise in areas such as Russia, Asia and the Pacific, the Middle East, North Africa, and NATO, along with functional expertise in fields such as national security policy, military strategy, defense reform, future warfare, military readiness, and international political economy. These researchers maintain leading-edge expertise in their fields. Much of their work is posted at <http://ndupress.ndu.edu>.

Prior to her arrival at NDU, Dr. Junor was confirmed as the Principal Deputy Under Secretary of Defense for Personnel and Readiness. As the Principal Deputy, Dr. Junor co-led the Department's efforts to modernize the military retirement system and transformed readiness management in the Department. Her additional responsibilities included all military and civilian personnel policies, the military healthcare system including TRICARE, family support services, the Defense Commissary Agency, the Department of Defense Education Activity, and department policy relating to suicide prevention and sexual assault. Dr. Junor previously served as the Deputy Assistant Secretary of Defense for Readiness, the Chief of Staff for Cost Assessment and Program Evaluation, and as a deputy team leader for readiness at the Center for Naval Analyses (CNA).

A native of the D.C. metropolitan area, Dr. Junor graduated from Goucher College in Towson, Maryland with honors in economics. She received her Ph.D. in economics from George Mason University.

Her areas of expertise are Defense Economics and Defense Health Policy.



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Gerard M. Mauer, Jr.
Rear Admiral, United States Navy (Retired)
Director, CAPSTONE



Rear Admiral Mauer retired from the Navy in March 2008 after over 31 years of service, which included extensive experience in fleet operations, resource management, technical innovation, Joint Professional Military Education (JPME), inter-agency coordination, and leading organizational change in NATO and joint commands.

From 2008 to 2011, RADM Mauer was a Group Vice President for Sabre Systems Inc. He was responsible for developing then implementing the corporate strategic plan and managing the Southeast Region's profit and loss operations, its contracts, corporate business development, human resources programs, and Capability Maturity Model Integration (CMMI) level III attainment. After leaving Sabre Systems, RADM Mauer had positions as an Associate with Burdeshaw Associates, as a Senior Analyst for Wikistrat, as a Board member and Board Treasurer for the Navy Safe Harbor Foundation,

and as a representative and the national Co-Chair for the US Global Leadership Coalition's Veterans for Smart Power.

Admiral Mauer's last position in the Navy was from 2006 to 2008, when he served as the Commandant, Industrial College of the Armed Forces (ICAF). He was responsible for executing the congressionally mandated and accredited master's degree senior Professional Military Education curriculum. As a university leader, he directly supported the direction of the National Defense University and was a key member in the development of the University's strategic plan.

From 2003 to 2006, he served as the NATO Allied Command Transformation's Director, Joint Experimentation, Exercises, and Assessment, where he developed and implemented NATO's largest Concept Development and Experimentation program. The scope included creating NATO's transformation strategic vision and aligning the vision with its concepts and requirements. As a result of his initiatives, NATO rapidly implemented new processes, policies, and systems in support of its forces in Afghanistan and Iraq as well as new capabilities to support its political and military infrastructure in NATO headquarters.

From 2001 to 2003, he was the Deputy, Directorate for Information Operations (J39/DDIO), Joint Staff Director of Operations (J-3) where he was responsible for direct coordination with the Office of the Secretary of Defense staff, Combatant Commands, and inter-agency organizations in their global information operations.



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In this capacity, his responsibilities also included supervision and operational coordination of the Joint Staff's Special Technical Operations information system and its programs.

Admiral Mauer was a Naval Aviator who commanded Helicopter Antisubmarine Squadrons SEVEN (HS-7) and TEN (HS-10) in addition to assignment as the Commanding Officer of USS NASSAU (LHA 4). He has vast experience at sea with deployments to the Atlantic Ocean, Mediterranean Sea, and Arabian Gulf. Ashore assignments included: Naval Postgraduate School student, Assistant Program Manager for the Naval Air Systems Command SH-60F/H helicopter program (PMA 266), and Training Officer and Instructor Pilot in Helicopter Antisubmarine Squadron ONE (HS-1). He started with Capstone in August of 2016.



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