



NATIONAL DEFENSE UNIVERSITY

Educating, Developing and Inspiring National Security Leaders

**NATIONAL DEFENSE UNIVERSITY
BOARD OF VISITORS**

28-29 January 2016

**Fort McNair
Washington, D.C.**

NATIONAL DEFENSE UNIVERSITY
BOARD OF VISITORS AND NDU SENIOR LEADERSHIP

I. BOARD OF VISITORS

Vice Admiral Vivien S. Crea, USCG (Ret)	5
Mr. Douglas C. Doan	6
Captain John H. Fraser, USN (Ret)	7
Ms. Belkis Leong-Hong	9
General Lloyd W. Newton, USAF (Ret)	11
Mr. Douglas A. Raymond	12
Mr. Ronald A. Rittenmeyer.....	13
Ms. Linda Robinson.....	14
Dr. George L. Tanner	15
Dr. Stephen Joel Trachtenberg	16
Dr. Lemuel W. Watson	17

II. NATIONAL DEFENSE UNIVERSITY SENIOR LEADERSHIP

Major General Frederick M. Padilla, USMC (NDU President)	20
Ambassador Wanda L. Nesbitt (Senior Vice President, International Programs & Outreach).....	21
Dr. John W. Yaeger (Provost).....	22
Brigadier General Thomas A. Gorry, USMC (Commandant, Dwight D. Eisenhower School for National Security and Resource Strategy).....	24
Brigadier General Darren E. Hartford, USAF (Commandant, National War College)	26
Rear Admiral Brad Williamson, USN (Commandant, Joint Forces Staff College).....	28
Dr. Michael S. Bell, COL, USA (Ret) (Chancellor, College of International Security Affairs).....	29
Real Admiral Janice M. Hamby, USN (Ret) (Chancellor, Information Resources Management College).....	30
Dr. Richard D. Hooker, Jr. (Director, Research and Strategic Support/Institute for National Strategic Studies)	32
Major General Andrew B. Davis, USMC (Ret) (Senior Director, CAPSTONE).....	33
Major General Robert C. Kane, USAF (Ret) (Chief Operating Officer).....	34



**Board
of
Visitors**



Vice Admiral Vivien S. Crea
United States Coast Guard (Retired)



Vice Admiral Vivien S. Crea served as Vice Commandant of the Coast Guard from 2006-2009. As second in command and Chief Operating Officer, she oversaw the management of the organization and personnel, and was responsible for the efficient and effective daily functioning of the Service, development of Coast Guard policies, mission execution, and mission support delivery. As the Agency Acquisition Executive, VADM Crea provided acquisition program oversight and guidance to ensure regulatory and statutory requirements were met for all Coast Guard acquisitions. She also served as the Secretary of Homeland Security's pre-designated National Principal Federal Officer for Pandemic Influenza. VADM Crea is the first woman of any service to be second in command of an armed service.

Prior Flag assignments include Commander, Atlantic Area and Coast Guard Defense Forces East where she was the operational commander for all Coast Guard forces and activities from the Rocky Mountains to the Arabian Gulf. During her tenure from 2004-2006, she oversaw the Coast Guard's response to Hurricane Katrina, and the provision of forces to the Arabian Gulf in support of Operation Iraqi Freedom. As First District Commander from 2002-2004 she oversaw all Coast Guard missions, including maritime homeland security in the aftermath of 9/11, across the Northeast and 2,000 miles of coastline from the Canadian border to New Jersey.

Vice Admiral Crea also served as the Coast Guard's Chief Information Officer and Director of R&D. She was the Chief of the Coast Guard's Office of Programs for budget development and advocacy. She commanded Air Stations Clearwater and Detroit, and numerous other operational aviation assignments. She flew the HC-130 Hercules turboprop, the HH-65 Dolphin helicopter, and the Gulfstream II jet. She served as the Coast Guard's Military Aide to President Reagan from 1984 to 1987, and as Executive Assistant to the 20th Commandant of the Coast Guard.

Vice Admiral Crea's personal awards include the Homeland Security Distinguished Service Medal, Coast Guard Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit (four awards), and others. She earned her pilot designation and Naval Aviator wings of gold in 1977, as well as her Air Force navigator wings. She is the Coast Guard's 21st "Ancient Albatross," an honor bestowed upon the Coast Guard's longest serving active-duty pilot.

Vice Admiral Crea is a Massachusetts Institute of Technology (MIT) Sloan Fellow. She holds master's degrees from MIT and Central Michigan University, and a BA from the University of Texas, where she was selected as a 2009 University of Texas Distinguished Alumni. A proud Army brat, Vice Admiral Crea graduated from Seoul American High School, Korea.

Vice Admiral Crea currently serves on the Board of Visitors for the National Defense University, and the Board of Directors for several non-profits including the National Naval Aviation Museum Foundation and the Women in Service to America Memorial (WIMSA).



Mr. Douglas C. Doan



Mr. Douglas C. Doan is an active Angel Investor and helps entrepreneurs start and run successful businesses. Several of the companies launched by military veterans over the past four years are now growing rapidly and have achieved revenues in excess of \$100 million. Doug's primary focus is to help graduates of the U.S. Military Academies (West Point, Annapolis, Coast Guard and Air Force) by providing the seed and early stage, start-up capital to launch their own businesses.

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 non-governmental 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 Distributed Energy Management Inc., Global Flows Inc., lettrs, RallyPoint and Fliptu, 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), the Maryland Center for Entrepreneurship (MCE) working on innovative strategies for technology transfer from federally funded labs to entrepreneurial companies led by young military veterans, Golden Seeds, and the Cigar Family Foundation.



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. His lifetime interest in education at all levels has also sparked an ongoing passion for teaching Junior Achievement classes and he presently serves on the Board of Directors for Junior Achievement of Central Iowa.

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.



BOARD OF VISITORS
NATIONAL DEFENSE
UNIVERSITY
Washington, D.C.

The premier national security institution focused on advanced joint education, leader development and scholarship

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.



Ms. Belkis Leong-Hong



Ms. Belkis Leong-Hong is the Founder, President, and CEO of Knowledge Advantage Inc. (KAI), a woman-owned small business specializing in delivery of a wide array of expertise on Information Technology And Knowledge Management Solutions, Program Management And Analysis, Strategic Business Initiatives, Leadership Development, and Workforce Initiatives. Her clients include Government agencies, and Fortune-500 companies. KAI is celebrating its 17th anniversary this year.

As a former General/Flag officer-equivalent Senior Executive in DOD, with over 45 years of public service in both the public and private sectors, Ms. Leong-Hong has held a number of high-level positions that include serving as Deputy Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (C3I) where she managed a multi-billion dollar portfolio in Command and Control, Communications, Computers, and Intelligence (C4I) programs, responsible for the financial planning, programming, budgeting, and resources allocation for these programs. She also previously worked in the Office of the Undersecretary of Defense (Comptroller), where she led a major Department of Defense wide initiative for Management reform and business process re-engineering. One of the key achievements resulting from this initiative was the development of the Enterprise Architecture for Accounting and Finance for the Department. Her expertise in IT focuses, amongst other things—on Data sciences, Knowledge Management, and Cybersecurity.

Ms. Leong-Hong is active in her professional community and sits on corporate boards as well as non-profit and appointed boards. She currently serves on the National Defense University Board of Visitors; recently appointed to the Maryland Cybersecurity Council; previously she served as an appointed to the State of Maryland's Federal Facility Advisory Board; as co-chair of the Cybersecurity Workforce committee; appointed as Commissioner of the Maryland Commission on Cybersecurity Innovation and Excellence; the Governor's Workforce Investment Board (GWIB); the State of Maryland's BRAC and Minority Business Advisory Board; the Univ. of MD Medical Systems Corporate Board; Senator Mikulski's Military Academy Admission Review Board; the NBC4 Community Advisory Board; founding member of the Board of Directors of AAGEN; the board of directors of the Armed Forces Communications & Electronics Association (AFCEA International). She is also the Women in Technology Past President, AFCEA NOVA Past President, and OCA-DC Past President.

Ms. Leong-Hong is a mathematician and computer scientist by training; she holds a BS degree from Hunter College and a MPA in Executive Management from American University; certificates from Harvard's Kennedy School of Government, George Washington University, and Syracuse University. She is the recipient of numerous awards, including the very prestigious Presidential Rank Meritorious Service Award, the DOD Distinguished Service Medal, the DOD Meritorious Service Medals, Oak Leaf clusters, the GSA Excellence in Management and Administration, the Professional Woman of the Year Award from NAPAW, the Governor of



BOARD OF VISITORS
NATIONAL DEFENSE
UNIVERSITY
Washington, D.C.

The premier national security institution focused on advanced joint education, leader development and scholarship

Maryland's Citation for Outstanding Service, the AFCEA International Leadership Award, and AAGEN's Stan Suyat Leadership Award, the AAGEN Sustaining Corporate Leadership Award, MEA Magazine's "50 Women of Influence and Power" Award, PPALM's Chairman's Distinguished Public Service Award, and CIMPA's Distinguished Asian Leader Award. In 2015, she received the Leaders and Legend Award from the WWAAC, the Distinguished Alumni award from ETHS, and she was inducted as a Fellow to the National Academy of Public Administration (NAPA).



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.



**BOARD OF VISITORS
NATIONAL DEFENSE
UNIVERSITY**
Washington, D.C.

The premier national security institution focused on advanced joint education, leader development and scholarship

Mr. Douglas A. Raymond



Doug is Vice President of Enterprise at Endgame, an Arlington-based information security company. Endgame provides high-end security research to U.S. Government agencies, and in recent years has expanded to offer a more comprehensive cyber-operations platform to government and commercial clients.

Prior to joining Endgame, Doug launched successful “big data” products at several large companies and startups he co-founded. He led internationalization and distribution for Amazon’s Appstore, an Android marketplace that distributes mobile applications in over 200 countries. Doug was the founder and CEO of Julu Mobile, a mobile advertising technology company based in Shanghai. He is also a co-founder and general partner of Cargometrics, a Boston-based investment manager with a global macro and quantitative investment focus.

Earlier in his career, he spent 5 years at Google in a series of product roles focused on creating high-performance advertising, culminating in leading search monetization product development in Asia. While at Google, he received the Operating Committee award for Impact and Innovation 3 times and was an inventor on several patents.

Doug is a frequent speaker and commentator on industry issues. He’s spoken at dozens of conferences and has published articles in the Harvard Business Review China, HBR Online, and the Christian Science Monitor, among others.

Doug is a member of the Board of Visitors of the National Defense University in Washington, DC, and an adviser to several early-stage technology companies. He is a life-member of the Council on Foreign Relations and a fellow of several bilateral organizations, including the U.S - Japan Leadership Program, the French – American Foundation, the National Committee on U.S.-China Relations, and the British-American Project.



Mr. Ronald A. Rittenmeyer



Ron Rittenmeyer is the retired chairman, president and chief executive officer of Electronic Data Systems (EDS), a leading global provider of information technology services, business process outsourcing and applications services with annual revenue approaching \$29 billion.

Rittenmeyer's experience includes senior leadership responsibilities across multiple industries. Before joining EDS in July 2005, he served as managing director of The Cypress Group, a private equity firm where he was responsible for all operating aspects of the company's \$3.5 billion investment portfolio.

Rittenmeyer served as Chairman, President and Chief Executive Officer of Expert Global Solutions, a global BPO and credit recovery company, employing 40,000 people world wide. He led the restructuring and subsequent sale of the credit recovery business, while rebuilding the CRM business to double digit revenue and EBITDA growth. Previously, he served as chairman, chief executive officer and president of Safety-Kleen, Inc., the \$1.5 billion hazardous and industrial waste management company, which he successfully led through Chapter 11 bankruptcy protection and into a successful reorganization.

Among his other leadership roles, Rittenmeyer was CEO and president of AmeriServe; chairman, CEO and president of RailTex, Inc.; president and COO of Ryder TRS, Inc., the truck rental company; president and COO of Merisel; and COO of Burlington Northern Railroad. Rittenmeyer was also with PepsiCo's Frito Lay and PepsiCo's Foods International Divisions for 20 years in senior management roles.

Rittenmeyer is currently on the board of directors of American International Group, Inc. (AIG), Tenet Healthcare Corporation and IMS Health Inc. Additionally, he is Non-Executive Chairman of Millennium Health and director for Avaya Inc., both privately held companies. He serves on the National Defense University Board of Visitors, the Executive Board of the Cox School of Business at Southern Methodist University and is a member of the Center for Strategic and International Studies (CSIS). His former memberships include, Chairman of the U.S. Army War College Board of Visitors, the Business Council, Business Roundtable, the board of directors for the U.S. Chamber of Commerce and the R.H. Donnelley Corporation (presently Dex Media).

He received his bachelor of science degree in commerce and economics from Wilkes University, a master of business administration degree from Rockhurst University and most recently, in 2013, awarded an honorary doctor of humane letters from Wilkes University, presented a Department of the Army Outstanding Civilian Service Medal and received an honorary master of letters, strategic studies from the US Army War College in Carlisle, PA where he served as Chairman of the Board of Visitors for 6 years.



**BOARD OF VISITORS
NATIONAL DEFENSE
UNIVERSITY**
Washington, D.C.

The premier national security institution focused on advanced joint education, leader development and scholarship

Ms. Linda Robinson



Linda Robinson is a Senior Policy Analyst at RAND. In 2012-13 she was also a Public Policy Scholar at the Wilson Center. In 2011-12 she was a senior adjunct fellow at the Council on Foreign Relations, which published her special report, *The Future of Special Operations Forces*. Her latest book, *One Hundred Victories: Special Operations Forces and the Future of American Warfare*, was published in October 2013.

A best-selling author and analyst, Ms. Robinson has published and lectured widely on war, political transitions, special operations forces, and stability operations in Afghanistan, Iraq and Latin America. Her books include *Tell Me How This Ends: General David Petraeus and the Search for a Way Out of Iraq*; *Masters of Chaos: The Secret History of the Special Forces*; and *Intervention or Neglect: Central America and Panama Beyond the 1980s*. She was formerly a senior writer for national security and terrorism as well as Latin America bureau chief at U.S. News & World Report, as well as senior editor at *Foreign Affairs* magazine. Ms. Robinson has also been a Nieman fellow at Harvard University, senior consulting fellow at the International Institute for Strategic Studies (IISS), and author in residence at John Hopkins School for Advanced International Studies' Merrill Center for Strategic Studies. She received the Gerald R. Ford Prize for Reporting on National Defense and other awards. She is a longtime member of Council on Foreign Relations and IISS, and is currently on the U.S. Army War College Board of Visitors and a Joint Special Operations University Senior Fellow.

The Secret History of the Special Forces; and *Intervention or Neglect: Central America and Panama Beyond the 1980s*. She was formerly a senior writer for national security and terrorism as well as Latin America bureau chief at U.S. News & World Report, as well as senior editor at *Foreign Affairs* magazine. Ms. Robinson has also been a Nieman fellow at Harvard University, senior consulting fellow at the International Institute for Strategic Studies (IISS), and author in residence at John Hopkins School for Advanced International Studies' Merrill Center for Strategic Studies. She received the Gerald R. Ford Prize for Reporting on National Defense and other awards. She is a longtime member of Council on Foreign Relations and IISS, and is currently on the U.S. Army War College Board of Visitors and a Joint Special Operations University Senior Fellow.

Ms. Robinson's recent publications include "The Future of Special Operations: Beyond Kill and Capture," *Foreign Affairs*, November/December 2012; "Strategy and Counterinsurgency" in *U.S. Policy in Afghanistan and Iraq*, eds. Brown and Scales, 2012; "How Afghanistan Ends" *Small Wars Journal*, Vol. 6, Issue 12 (January 2011); "Inside the 'New' Special Operations Forces," *Proceedings*, July 2009; and "Iraq Endgame: Internal and Regional Stability" in *Global Strategic Assessment 2009: America's Security Role in a Changing World*, edited by Patrick M. Cronin, NDU Press, 2009. She was also co-author of a study on special operations command and control and the Irregular Warfare Joint Operating Concept 2.0 for the U.S. government.



Dr. George L. Tanner



Effective July 29, 2013, Dr. George L. Tanner was appointed Dean of VA Learning University (VALU). In this role, he leads VA's corporate university to help build a talented and diverse VA workforce and enterprise-wide leaders through high-quality, cost-effective continuous learning and development. VALU's programs and education tools enhance leadership, occupational proficiencies, and personal growth across VA to equip VA employees with the skills they need to better serve Veterans and their families.

Dr. Tanner became a member of the career Senior Executive Service upon his selection in July 2006 as the first Chief Learning Officer for the Department of Homeland Security (DHS). As the DHS Chief Learning Officer, he was responsible for providing high quality training, education, and professional development programs under the banner of the DHS Homeland Security University System to the DHS workforce.

While at DHS and prior to his selection for the Senior Executive Service, Dr. Tanner served as the Chief Learning Officer for the Directorate for Preparedness, Director of Training and Education for the Directorate of Information Analysis and Infrastructure Protection, and Director of Training, Education, and Recruitment Programs in the Office of Information Analysis.

Dr. Tanner retired from the U.S. Army in 2004 with over twenty-one years of service spanning the enlisted, non-commissioned officer and commissioned officer ranks. He spent the majority of his last decade of military service at the Joint Military Intelligence College serving in a variety of positions, including Professor of Strategic Intelligence, Associate Dean for College Programs, Senior Army Advisor, and Academic Department Chairman. He also served as an adjunct professor on the faculty of American Military University from 2000 to 2005.

Dr. Tanner is married to Tanya M. Tanner who works at DARPA as an Assistant Deputy Program Manager. George and Tanya reside in Alexandria, VA, along with their two boys Richard and Andrew.



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.



Dr. Lemuel W. Watson



Lemuel W. Watson is Dean of the College of Education at the University of South Carolina and Professor in the Department of Educational Leadership and Policies. Dr. Watson is the former the Executive Director of the Center for P-20 Engagement and Dean of the College of Education at Northern Illinois University; he is also the former Dean for the division of Academic Support at Heartland College. He is an alumni of the Darla Moore School of Business at USC. He completed his master's degree at Ball State University in Muncie, Indiana and a doctorate degree in higher education and policy from Indiana University in Bloomington, Indiana. His career spans across various divisions in educational organizations where he has been a teacher, faculty, policy analyst, and administrator.

He has been awarded the U.S. Embassy Policy Specialist (EPS) Fellowship by the International Research and Exchanges Board to conduct research on the impact of the Georgia Institute of Public Affairs. Dr. Watson was a Senior Research Fellow at the C. Houston Center at Clemson University and Research Fellow at the Institute for Southern Studies at University of South Carolina. He is a Fulbright Scholar to Belarus and has written articles, books, and served as editor for several volumes related to organizational behavior, educational leadership and administration, human development, public policy, K-12 issues, and higher education.

Dr. Watson serves on a number of professional executive boards and is a member of the Board of Visitors for the National Defense University in Washington, D.C. He is a Certified Master Coach by the Behavioral Coaching Institute of Sydney, Australia and a Certified Trainer through the Center for Entrepreneurial Resources at Ball State University at Muncie, Indiana. In addition, he is a Certified Systems Engineer by Electronic Data Systems Corporation (EDS) of Plano, Texas. Watson currently serves on the Board of Examiners for the National Council for Accreditation of Teacher Education in Washington, D.C.; South Carolina Association of School Administrators; Trustus Theatre Inc Board; South Carolina Science Academy Board; South Carolina School Improvement Council Board; and the Nickelodeon Theatre Board; Vice Chair of the board for SC Communities and Schools; The Penn Center Advisory Board for Gullah and Geechee Culture and Language; Advisory Board for the August Baker Endowed Chair in Childhood Literary; SC Future Minds; Association of Public and Land-grant Universities Science and Mathematics Teacher Initiative (SMTI) Executive Committee; National Resource Center for The First-Year Experience and Students in Transition; and the South Carolina Arts Alliance board.

He has provided workshops and professional development opportunities to executives, teachers, and administrators in the United States as well as abroad including countries such as Thailand, Philippines, Belarus, China, England, Finland, Korea, Poland, Ukraine, Georgia, and Mexico.

His personal motto is "the best is always yet to come"...





**SENIOR LEADERSHIP
NATIONAL DEFENSE
UNIVERSITY**
Washington, D.C.

The premier national security institution focused on advanced joint education, leader development and scholarship

NDU Senior Leadership



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 Wanda L. Nesbitt
Senior Vice President, International Programs and Outreach
National Defense University



Ambassador Nesbitt joined the National Defense University as its Senior Vice President in November 2013, and served as its Interim President from July-November 2014. She is a career member of the U.S. Foreign Service and holds the rank of Career Minister.

Prior to NDU, Ms. Nesbitt served as U.S. Ambassador to the Republic of Namibia from November 2010 to October 2013, where she was well known for her commitment to environmental and wildlife conservation.

From October 2007 to August 2010, she was the U.S. Ambassador to Côte d'Ivoire, and was deeply involved in efforts to promote democratic governance.

In Washington, Ms. Nesbitt served most recently (2005–2007) as the Principal Deputy Assistant Secretary for the Bureau of Consular Affairs. She is a consular cone officer with a vast array of experience with policy and management issues. She was also Director of the Senior Level Division in the Bureau of Human Resources' Career Development and Assignments Division (2004-2005), where she handled assignment issues for the Department's most senior career officers; her division was the Executive Secretariat for the Chief of Mission and Deputy Chief of Mission/Principal officer selection committees.

As U.S. Ambassador to the Republic of Madagascar (2002–2004), Ms. Nesbitt devoted particular attention to resolving a political crisis while also promoting environmental preservation and protection, and increased private sector involvement to address poverty reduction.

Ms. Nesbitt has twice served as a Deputy Chief of Mission at the U.S. Embassies in Rwanda (1997–1999) and Tanzania. She was Chargé d'Affaires in Tanzania from January to November 2001.

Ms. Nesbitt joined the Foreign Service in 1981 and is the recipient of numerous awards, including two Presidential awards for outstanding performance. She is 1997 graduate of the National War College and holds bachelor's degrees from the University of Pennsylvania in International Relations and French.

She is married to Mr. James Stejskal, a decorated Special Forces veteran and military historian.



**SENIOR LEADERSHIP
NATIONAL DEFENSE
UNIVERSITY**
Washington, D.C.

The premier national security institution focused on advanced joint education, leader development and scholarship

Dr. John W. Yaeger
Provost, National Defense University



John W. Yaeger, E.D., was appointed Provost and Vice President for Academic Affairs in July 2010, after serving in that position as Interim since October 2009.

Governor Martin O'Malley appointed Dr. Yaeger to the Maryland Higher Education Commission in March 2012. The 12-member commission is an independent agency responsible for the planning, supervision and coordination of the state's postsecondary 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, Monterey, 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), now known as the Dwight D. Eisenhower School for National Security and Resource Strategy, 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 advisor 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 advisor 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 the National Defense University and is responsible for the reporting of institutional data to external agencies;



**SENIOR LEADERSHIP
NATIONAL DEFENSE
UNIVERSITY**
Washington, D.C.

The premier national security institution focused on advanced joint education, leader development and scholarship

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.



Brigadier General Thomas A. Gorry
United States Marine Corps

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



Brigadier General Gorry was raised in Connecticut and North Carolina. He received a Bachelor of Science in Business Administration from the University of North Carolina, Chapel Hill, North Carolina in 1984. He was a collegiate wrestler for the Tarheels from 1980-1984, receiving a varsity letter in each of the four years and serving as a team co-captain his senior year. He was inducted into the National Wrestling Hall of Fame in May 2013. He entered the Marine Corps through the Officer Candidate Course and was commissioned a Second Lieutenant in December 1985.

Upon completion of The Basic School in June 1986, he attended the Ground Supply Officers Course and proceeded to the Brigade Service Support Group 1, 1st Marine Expeditionary Brigade, Kaneohe Bay, Hawaii for duty with the SASSY Management Unit. In December 1989, he reported to Second Recruit Training Battalion, Recruit Training Regiment, MCRD

Parris Island for duty as a Series Commander, Company Commander, and Battalion S-4 Officer. In May 1992, Captain Gorry was selected as the Aide-de-Camp for the Commanding General, ERR/MCRD Parris Island, South Carolina.

In July 1993, Captain Gorry reported to Quantico, Virginia to attend the Amphibious Warfare School. Upon graduation, he reported to MCAS, Cherry Point, North Carolina where he served as the Ground Supply Officer for Marine Aircraft Group-14. In June 1997, Major Gorry returned to Quantico, Virginia to attend the Marine Corps Command and Staff College and the School of Advanced Warfighting.

After two academic years at the Marine Corps University, Major Gorry was assigned to III Marine Expeditionary Force, Okinawa, Japan and served as an Operational Planner in the G3 Future Operations Section. In April 2000, he was selected as the Aide-de-Camp for the Commanding General, III Marine Expeditionary Force/ Marine Corps Bases Japan.

In July 2001, Major Gorry was transferred to the 3d Force Service Support Group and served as the Officer in Charge of the Materiel Operations Center, 3D Materiel Readiness Battalion. Major Gorry was promoted to Lieutenant Colonel in September 2001. He assumed command of MEU Service Support Group-31 (MSSG-31), 31st MEU in June 2002.

Lieutenant Colonel Gorry relinquished command of MSSG-31 in June 2004 and proceeded to the National War College, National Defense University where he earned a Masters of Science Degree in Security Strategy. Upon graduation, he was assigned to the Headquarters, European Command, J4 Logistics and Security Assistance



**SENIOR LEADERSHIP
NATIONAL DEFENSE
UNIVERSITY**
Washington, D.C.

The premier national security institution focused on advanced joint education, leader development and scholarship

Directorate as the Branch Chief, Western Europe and NATO Branch, International Division. In August 2006, he was selected as a member of the European Command Strategy Team.

In July 2007, he was promoted to the grade of Colonel and transferred to the 3d Marine Logistics Group in Okinawa, Japan to assume command of Combat Logistics Regiment-37 and Camp Commander, Camp Kinser, Marine Corps Bases Japan. In April 2009, Colonel Gorry relinquished command to serve as the United States Forces - Afghanistan J3 Director in Kabul Afghanistan. In June 2010, Colonel Gorry proceeded to MCB Quantico to assume the duties as the Director, Command and Staff College, Marine Corps University. On July 22, 2011 Colonel Gorry assumed command of Marine Corps Installations East and was promoted to his current rank of Brigadier General on August 2, 2011. In July 2013, BGen Gorry relinquished command and was appointed as the Commandant of the Dwight D. Eisenhower School for National Security and Resource Strategy.

Brigadier General Gorry also holds a Masters of Science in Administration from Central Michigan University and a Masters of Business Administration from Webster University, and attended the Higher Command and Staff Course, Defense Academy of the United Kingdom.



Brigadier General Darren E. Hartford
United States Air Force
Commandant, National War College



Brig. Gen. Darren E. Hartford, is the 29th Commandant of the National War College. As the commandant, General Hartford is responsible for formulating academic policies, supervising curriculum planning, preparation, and ensuring excellence in classroom teaching.

Prior to his current assignment General Hartford commanded the 379th Air Expeditionary Wing at Al Udeid Air Base, Qatar. He has previously served as the 437th Airlift Wing Commander, Joint Base Charleston, South Carolina, a vice wing commander and a squadron commander. He has also served on the Joint Staff, the U.S. Air Force Headquarters Staff, as well as serving on the Air Mobility Command Headquarters Staff.

General Hartford is a command pilot with more than 4,000 flying hours in C-5, C-17, and KC-135 aircraft.

EDUCATION

1989 Bachelor of Science in Civil Engineering, U.S. Air Force Academy, Colorado

1994 Squadron Officer School, Maxwell AFB, Ala.

1996 Master of Arts in Human Resource Development, Webster University, Ill.

2002 Distinguished Graduate, Air Command and Staff College, Maxwell AFB, Ala.

2002 Master of Arts in Operational Art of Military Science, Air Command and Staff College,
Maxwell AFB, Ala.

2004 Air War College, by correspondence

2008 Master of Science in National Security Strategy, National Defense University, Ft. McNair,
Washington, D.C.

2010 Massachusetts Institute of Technology, Center of International Studies, Seminar XXI: Foreign Politics,
International Relations and the National Interest

ASSIGNMENTS

1. July 1989 - September 1990, Student, Pilot Training, Williams AFB, Arizona
2. January 1991 - May 1995, C-5 Pilot, Flight Examiner Aircraft Commander and Air Refueling Instructor, 22nd Airlift Squadron, Travis AFB, Calif.
3. May 1995 - May 1996, Major Command Chief of Regional Operations, Headquarters Air Mobility Command, Tanker Airlift Control Center, Scott AFB, Ill.
4. May 1996 - August 1997, Force Structure Programming Officer, Directorate of Plans, Headquarters Air Mobility Command, Scott AFB, Ill.
5. August 1997 - July 2001, Flight Commander, Chief of Squadron Standardization and Evaluation, Chief of



The premier national security institution focused on advanced joint education, leader development and scholarship

- Group Standardization and Evaluation, Squadron Assistant Operations Officer, 99th Air Refueling Squadron, 19th Air Refueling Group, Robins AFB, Ga.
6. July 2001 - June 2002, Student Air Command and Staff College, Maxwell AFB, Ala.
 7. June 2002 - June 2004, C-5/C-141 Program Element Monitor, Global Mobility CONOPS Action Officer, Directorate of Operational Capability Requirements, Deputy Chief of Staff for Air and Space Operations, Headquarters U.S. Air Force, Washington, D.C.
 8. June 2004 - June 2006, Commander, 93nd Air Refueling Squadron, Fairchild AFB, Wash.
 9. September 2004 - February 2005, Commander, 28th Expeditionary Air Refueling Squadron, Diego Garcia, British Indian Ocean Territory
 10. February 2006 - May 2006, Commander, 22nd Expeditionary Air Refueling Squadron, Manas Air Base, Kyrgyz Republic
 11. June 2006 - July 2007, Chief, Senior Leader Management Office, Directorate of Manpower and Personnel, Headquarters Air Mobility Command, Scott AFB, Ill.
 12. July 2007 - June 2008, Student, National War College, Ft. McNair, Washington, D.C.
 13. June 2008 - June 2009, Chief International Negotiations Division, Strategic Plans and Policy Directorate, the Joint Staff, Washington, D.C.
 14. June 2009 - October 2010, Assistant Deputy Director, START Follow-on Negotiations, Strategic Plans and Policy Directorate, the Joint Staff, Washington, D.C.
 15. December 2010 - June 2012, 3rd Wing Vice Commander, Joint Base Elmendorf-Richardson, Alaska
 16. June 2012 - October 2012, Assistant Director of Operations, Headquarters Air Mobility Command, Scott AFB, Ill.
 17. October 2012 - May 2014, Commander, 437th Airlift Wing, Joint Base Charleston, S.C.
 18. June 2014 - present, Commander, 379th Air Expeditionary Wing, Al Udeid Air Base, Qatar

SUMMARY OF JOINT ASSIGNMENTS

Jun 2008 - October 2010, Assistant Deputy Director, START Follow-on Negotiations, Strategic Plans and Policy Directorate, the Joint Staff, Washington, D.C., as a colonel

FLIGHT INFORMATION

Rating: command pilot

Flight hours: more than 4,000

Aircraft flown: C-5A/B/C, KC-135R/T, C-17A

EFFECTIVE DATE OF PROMOTION

Brigadier General June 16, 2014



**SENIOR LEADERSHIP
NATIONAL DEFENSE
UNIVERSITY**
Washington, D.C.

The premier national security institution focused on advanced joint education, leader development and scholarship

Rear Admiral Brad Williamson
United States Navy
Commandant, Joint Forces Staff College



Rear Admiral Brad Williamson is a native of Levittown, Pennsylvania. He is a 1985 graduate of the United States Naval Academy. He received a Master of Science in National Security Strategy from the National War College in 2001.

His career as a surface warfare officer includes assignments on USS Estocin (FFG 15), USS Vandegrift (FFG 48), and as executive officer on USS Vicksburg (CG 69). He commanded USS Thunderbolt (PC 12), USS Porter (DDG 78), and Destroyer Squadron (DESRON) 2. He also served as chief of staff, Carrier Strike Group (CSG) 2/Theodore Roosevelt Strike Group; and as chief of staff, Naval Striking and Support Forces NATO. His most recent deployment was as the commander, Standing NATO Maritime Group 2.

Ashore, he served as graduate education and service college placement officer; as future schedules officer on the staff of Commander, Naval Surface Forces Atlantic; as lead staff analyst in the Office of Program Analysis and Evaluation (PA&E) for the Cost of War (COW) Supplementals on the staff of the Secretary of Defense; as an executive assistant in OPNAV N81 (Naval Assessments) and OPNAV N86 (Surface Warfare), and as executive assistant to the deputy commander, U.S. Fleet Forces Command.

Williamson participated in Operations Desert Shield and Desert Storm, and has conducted numerous operational exercises and missions in Europe, Africa, and South America.

Williamson has served as the Commandant, Joint Forces Staff College since July 2015.

His decorations include the Defense Superior Service Medal, Legion of Merit (five awards), Defense Meritorious Service Medal, Meritorious Service Medal (two awards), Navy and Marine Corps Commendation Medal (four awards), Navy and Marine Corps Achievement Medal, and various campaign, unit, and service awards.



Dr. Michael S. Bell
Colonel, United States Army (Retired)
Chancellor, College of International Security Affairs



Dr. Michael S. Bell is the Chancellor of the College of International Security Affairs (CISA), one of the five colleges at the National Defense University (NDU).

Following graduation from the United States Military Academy in 1983 and commissioning as an armor officer, Dr. Bell served with armor, cavalry, and mechanized infantry units in a variety of command and staff positions in Europe, the continental United States, and Southwest Asia. He commanded 1-8 Cavalry, taught history at the United States Military Academy, and served at the National War College as Dean of Faculty and Academic Programs. Other noteworthy military assignments include Aide de Camp to the Commanding General, 24th Infantry Division (Mechanized) during Operations Desert Shield and Desert Storm; Special Assistant to the Commanding General, U.S. Army Europe/Peace Stabilization Force;

Futures Chief, III Corps G-3; and strategist in the Directorate of Strategic Plans and Policy (J5), the Joint Staff.

While in the Joint Staff J5, his major projects included: the National Military Strategy and National Defense Strategy; lead writer for the National Military Strategic Plan for the War on Terrorism; staff lead for the Joint Strategic Planning System; member of the Kuwait Strategic Review team; lead writer for Kuwait's National Security and Defense Strategy, and lead writer for the National Military Strategy of the Kuwaiti Armed Forces. The Strategic Studies Institute published his monograph, *The Exigencies of Global, Integrated Warfare: The Evolving Role of the CJCS and His Dedicated Staff*.

Prior to returning to the National Defense University in 2009 as the Dean of the National War College, then Colonel Bell served as the Director of the Commanding General's Initiatives Group at Multi-National Force-Iraq headquarters in Baghdad, Iraq, and subsequently, at headquarters, U.S. Central Command.

Dr. Bell holds a MA and a PhD in History from the University of Maryland at College Park, a MS in National Security Strategy from NDU, and is a Distinguished Graduate of the National War College. Dr. Bell retired from the US Army in 2012. His awards and decorations include the Distinguished Service Medal, Defense Superior Service Medal with oak leaf cluster, the Bronze Star, the combat action badge, and the Joint Staff identification badge.



**SENIOR LEADERSHIP
NATIONAL DEFENSE
UNIVERSITY**
Washington, D.C.

The premier national security institution focused on advanced joint education, leader development and scholarship

Janice M. Hamby
Rear Admiral, United States Navy (Retired)
Chancellor, NDU iCollege



Janice Hamby, RADM, USN (Ret.) began serving as the iCollege 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.

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



The premier national security institution focused on advanced joint education, leader development and scholarship

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.



Dr. Richard Hooker, Jr.
Director of Research and Strategic Support
Director of Institute for National Strategic Studies



Dr. Richard D. Hooker, Jr. became the NDU Director for Research and Strategic Support and Director, Institute for National Strategic Studies (INSS) in September 2013. He previously served as Deputy Commandant and Dean of the NATO Defense College in Rome. He is a member of the Council on Foreign Relations, the International Institute of Strategic Studies, and the Foreign Policy Research Council and is a Fellow of the Inter-University Seminar on Armed Forces and Society. A former White House Fellow, Dr. Hooker previously taught at the United States Military Academy at West Point and held the Army Chair at the National War College in Washington, D.C. He also served with the Office of National Service, The White House under President George H.W. Bush, with the Arms Control and Defense Directorate, National Security Council during the Clinton Administration, and with the NSC Office for Iraq and Afghanistan in the administration of George W. Bush. While at the NSC he was a contributing author to The National

Security Strategy of the United States. His areas of expertise include Defense Policy and Strategy, the Middle East, NATO/Europe and Civil-Military Relations.

Dr. Hooker graduated with a B.S. from the U.S. Military Academy in 1981 and holds M.A. and Ph.D. degrees in International Relations from the University of Virginia. He is a Distinguished Graduate of the U.S. National War College, where he earned an M.S. in National Security Studies and also served as a Post-Doctoral Research Fellow. His publications have been used widely in staff and defense college curricula in the US, UK, Canada and Australia and include more than thirty-five articles and three books on security and defense-related topics. Dr. Hooker has lectured extensively at leading academic and military institutions in the United States and abroad. Prior to his retirement from active duty, Dr. Hooker served for 30 years in the United States Army as a parachute infantry officer in the United States and Europe. While on active duty he participated in military operations in Grenada, Somalia, Rwanda, the Sinai, Bosnia, Kosovo, Iraq and Afghanistan, including command of a parachute brigade in Baghdad from January 2005 to January 2006. His military service also included tours in the offices of the Chairman of the Joint Chiefs, the Secretary of the Army and the Chief of Staff of the Army.



Andrew B. Davis
Major General, United States Marine Corps (Retired)
Senior Director, CAPSTONE



Major General Andrew B. Davis, U.S. Marine Corps (Retired), assumed the duties of senior director of Capstone, Pinnacle and Keystone courses on 19 October 2015. General Davis retired from the Marine Corps in October 2008 after a 38-year military career as an infantry officer including tours in three wars: Vietnam, Desert Storm and the global war on terrorism. He has combined careers as a Marine officer, journalist, media executive, educator and professional association CEO. Most recently, he retired from a three-year tour as executive director of the Reserve Officers Association of the United States, the congressionally-chartered policy advocate for all uniformed services of the United States.

Davis commanded Marines at all levels from rifle platoon to infantry battalion to combatant command component force. He was the director of Marine Corps Public Affairs at the Pentagon from 2001 to 2003. There, he led the development of the embedding program for frontline journalists in the Afghanistan and Iraq conflicts. Davis subsequently commanded U.S.

Marine Corps Forces Europe and Africa from 2005 to 2007, and then the Marine Corps Mobilization Command until his retirement.

His personal decorations include the Navy Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal, and the Navy-Marine Corps Commendation Medal.

In his civilian profession, Davis worked in the newspaper industry as reporter, editor, publisher, and educator. Davis began his career in journalism as an award-winning reporter and editor for Copley Newspapers. Then, for 10 years, he was group publisher and newspaper operations vice president of a 41-newspaper group based in the suburbs of Chicago, vice president of The Sun-Times Company and president of Chicago Sun-Times Features, Inc. He launched Performance Media, a custom-publishing division he conceived and developed into a multi-million dollar venture. Davis joined the Media Management Center at Northwestern University as Director of Innovation and Business Development and became a clinical professor of media management at the Medill School of Journalism which conducted mid-career development programs at Northwestern's Kellogg School of Management. He authored a prescriptive manual for new product development in media companies and consulted internationally on innovation. He was a presenter annually at the Scandinavian International Management Institute Leaders Course in Copenhagen.

Davis served as president and executive director of the American Press Institute from 2003 to 2011. At API, he conceived the Newspaper Next project, which pioneered concepts for new business models for traditional media. He was a frequent presenter on innovation and the media industry at the Eisenhower Industrial College of the Armed Forces of the National Defense University. He holds a Bachelors of Arts cum laude in English Literature from Princeton University, a Master's degree with distinction in Journalism from Northwestern University's Medill School, and is a graduate of the U.S. Army War College.



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



Robert C. “Rob” 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.





NATIONAL DEFENSE UNIVERSITY

300 5th Avenue, S.W.

Fort McNair

Washington, D.C. 20319