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May 11-12, 2020
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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 the Vice Chairman of the California Military Council serving the state, military facilities, military personnel and their families serving in California and Defense Support Communities. As a board member, she serves the following agencies and nonprofits: Association for Rescue at Sea, Council for a Strong America, Marines Memorial Foundation, Mission Readiness: Military Leaders for Kids, Oakland Military Institute, San Francisco Fleet Week Association and U.S. Vets.

Ms. Breckenridge serves on the Board of First Command Financial Services and on an advisory Board to the Federal Employee Program Division of Blue Cross Blue Shield.

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.



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Ms. Brenda S. Fulton
Former Captain, United States Army



Brenda S. “Sue” Fulton is the Chair and Chief Administrator of the New Jersey Motor Vehicle Commission, and member of Governor Phil Murphy’s Cabinet. As Chief, Fulton manages a state agency that generates more than \$1.8 billion in revenues annually and is charged with the licensing of more than six million drivers and the titling, registration, and inspection of nearly five million vehicles. In addition to serving in that role, she was also appointed to the State Ethics Commission, and joined the American Association of Motor Vehicle Administrators (AAMVA) Board of Directors.

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. 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 appointed to the Board of Visitors for the National Defense University in Washington, DC; she was also recognized as one of NBC Out’s first #Pride30, a list of innovators, changemakers, and rising stars.



Dr. Christopher B. Howard

Lieutenant Colonel, United States Air Force Reserve (Retired)



Dr. Christopher B. Howard became the eighth president of Robert Morris University in suburban Pittsburgh on February 1, 2016. RMU combines academic excellence with a professional focus in more than 90 undergraduate and graduate degree programs across four academic schools. A nationally ranked, doctoral granting institution, RMU enrolls approximately 5,000 students.

Dr. Howard is a Distinguished Graduate of the US Air Force Academy, where he earned a BS in Political Science in 1991. A Rhodes Scholar, he earned his doctorate in Politics at the University of Oxford and an MBA with Distinction from the Harvard Business School. In 2018, Howard received the Harvard Business School Alumni Achievement Award. Howard received the Campbell Trophy, the highest academic award in the country presented to a senior college football player, and was inducted into the CoSIDA Academic All-American Hall of Fame. He is a recipient of the NCAA Silver Anniversary Award and received the Armed Forces Merit Award from the Football Writers Association of America. He is also a member of the Knight Commission on Intercollegiate Athletics,

chairs the NCAA Honors Committee and is one of thirteen members of the College Football Playoff Selection Committee.

Dr. Howard has served on gubernatorial appointed commissions in Virginia, Pennsylvania and Oklahoma. President Obama appointed him to the National Security Education Program Board and Secretary of Veterans Affairs Bob McDonald selected Howard to serve on the “MyVA” Committee.

A retired Air Force reserve lieutenant colonel, Dr. Howard served as a helicopter pilot and then became an intelligence officer for the elite Joint Special Operations Command. Defense Secretary William Cohen asked Dr. Howard to accompany a 1999 US delegation to South Africa as a political-military advisor. He was called back to active duty during 2003 in Afghanistan and was awarded the Bronze Star. Dr. Howard also served as the Reserve Air Attaché to Liberia.

Prior to his appointment as president of RMU, Dr. Howard served as president of Hampden-Sydney College, near Richmond, VA. Previously he served as vice president for leadership and strategic initiatives at the University of Oklahoma, where he also served as the director of the Honors College Leadership Center and a President’s Associates Presidential Professor.

Dr. Howard enjoyed a successful career in the corporate world, working at General Electric and Bristol-Myers Squibb. At both companies, Dr. Howard’s responsibilities included sales, marketing, international project management, strategic planning, internal consulting, and business development.

Dr. Howard is married to Barbara Noble Howard from Johannesburg, South Africa. The Howards have two adult sons, Cohen and Joshua.



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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, the Federal HR Institute and the Performance and Process Improvement program.

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 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 Colombia and the Parliament of the European Union. She has written and presented extensively to national and international audiences on the topics of e-learning and lifelong learning.



Ambassador (Ret.) Bismarck Myrick



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 earned the Department of State's Superior Honor Award.

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 completed regular study projects in southern and western Africa: 2006-2014; South Africa, 2015; and, Senegal and South Africa in 2016, 2017, and 2018.

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.

Active in community service, he is on a number of boards, such as the World Affairs Council. The highly respected New Chesapeake Men for Progress Foundation selected him for the 2018 Lifetime Achievement Award. 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.



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Mr. Ian H. Solomon



A diplomat, businessman, policy maker, and educator with over 20 years of experience in more than 40 countries, Ian H. Solomon is Dean and Professor at the Frank Batten School of Leadership and Public Policy at the University of Virginia. The Batten School cultivates ethical leadership with the skills and values to serve humanity by addressing the world's greatest policy challenges. Batten offers a Master of Public Policy degree as well as a Bachelor of Arts Major in Leadership in Public Policy, in addition to numerous non-degree executive learning experiences.

Previously, Solomon was the founder and CEO of SolomonGlobal, LLC, an advisory firm specializing in negotiation, collaboration and conflict management. Solomon created SolomonGlobal to advance the art and science of cooperation, offering unique learning experiences and strategic advisory and facilitation services to individuals, organizations, governments, and partnerships worldwide.

Prior to SolomonGlobal, 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.

From 2010 to 2013 Solomon served as the U.S. Executive Director for the World Bank Group. 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.

Prior to his role at the World Bank, Solomon worked as Senior Advisor to U.S. Treasury Secretary Timothy Geithner. Before joining the Treasury team, Solomon served as Legislative Counsel to then-U.S. Senator Barack Obama for four years.

From 2002-2005, Solomon was Associate Dean of the Yale Law School. Solomon began his career as a consultant at McKinsey & Company and has been a Visiting Lecturer in Law for the University of Chicago Law School and Yale Law School.

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 is a member of the Council on Foreign Relations and a non-resident Fellow on Africa for the Chicago Council of Global Affairs.



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



Admiral Patrick Walsh, USN (Ret.), is Vice President at Boeing Global Services, the Boeing Company where he has P/L responsibility for the sustainment portfolio of Navy and Marine Corps aviation programs. Previously, Admiral Walsh served as Vice President for Customer Education at FireEye, Inc. (NASDAQ: FEYE), where he led a newly formed business unit to develop NexGen Education, Training & Readiness solutions. Prior to company acquisition by FireEye Inc, 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.

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 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 Baylor Healthcare Foundation Board as well as other community organizations.



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Dr. Aaron Wolf



Aaron Wolf is a professor of geography in the College of Earth, Ocean, and Atmospheric Sciences at Oregon State University. He has an M.S. in water resources management (1988, emphasizing hydrogeology) and a Ph.D. in environmental policy analysis (1992, emphasizing dispute resolution) from the University of Wisconsin, Madison. His research focuses on issues relating transboundary water resources to political conflict and cooperation, where his training combining environmental science with dispute resolution theory and practice have been particularly appropriate.

Wolf has acted as consultant to the US Government, the World Bank, and several international governments and development partners on various aspects of water resources and conflict management. He has been involved in developing the strategies for resolving water aspects of the Arab-Israeli conflict, including co-authoring a State Department reference text, and participating in both official and “track II” meetings between co-riparians around the world. He is author of *Hydropolitics Along the Jordan River: The Impact of Scarce Water Resources on the*

Arab-Israeli Conflict (United Nations University Press, 1995); co-author of *Core and Periphery: A Comprehensive Approach to Middle Eastern Water* (Oxford University Press, 1997), *Transboundary Freshwater Dispute Resolution: Theory, Practice and Annotated References* (United Nations University Press, 2000), *Managing and Transforming Water Conflicts* (Cambridge University Press, 2009), and *Reaching Across the Waters: Facing the Risks of Cooperation in International Waters* (World Bank Press, 2012); and editor of *Conflict Prevention and Resolution in Water Systems* (Elgar, 2002). All told, he is (co-) author or (co-) editor of seven books, and close to 100 journal articles, book chapters, and professional reports on various aspects of transboundary waters. His most recent book is *The Spirit of Dialogue: Lessons from Faith Traditions in Transforming Conflict* (Island Press, 2017).

Wolf, a trained mediator/facilitator, directs the Program in Water Conflict Management and Transformation, through which he has offered workshops, facilitations, and mediation in basins throughout the world. He developed and coordinates the Transboundary Freshwater Dispute Database, which includes a computer compilation of 600 water-related treaties, negotiating notes and background material on fourteen case-studies of conflict resolution, news files on cases of acute water-related conflict, and assessments of indigenous/traditional methods of water conflict resolution (www.transboundarywaters.orst.edu). He was also a member of UNESCO’s task force for the development of the Sixth Phase of the International Hydrology Program (2002-2007), the UNESCO/ADC Third Millennium Program on International Waters, and IWRA’s Committee for International Collaboration, and is a co-director of the Universities Partnership on Water Cooperation & Diplomacy.

Wolf was awarded the 2016 American Association of Geographers Gilbert R. White Distinguished Public Service Honor “in recognition of his work on seeking peaceful approaches to international competition over water resources,” and the 2015 Heinz Award for Public Policy for “applying 21st century insights and ingenuity, as well as ancient wisdoms, to complex problems for the security of the planet.” He was also named first place for the 2013 Il Monito del Giardino Environmental Award by the Fondazione Parchi Monumentali Bardini Peyron, in Florence, Italy; was named a “Working Class Hero,” by Miller-McCune Magazine in 2009;

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received the OSU Milton Harris Award in Basic Research in 2008; was named “Outstanding Freshman Teacher” at the University of Alabama in 1997; and, with Ariel Dinar, was awarded “Best Paper” for 1997 in Agriculture and Resource Economic Review.

Wolf is a member of the Oregon Academy of Sciences, the Association of American Geographers, the American Water Resources Association, and the International Water Resources Association, and an associate member of the International Association for Water Law. He is an associate editor of *World Water Policy*, and is on the editorial board of *Water International* (he was an associate editor from 1995-1999).



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NDU SENIOR LEADERSHIP



Vice Admiral Frederick “Fritz” J. Roegge **United States Navy** **16th President**



Vice Admiral Fritz Roegge is an honors graduate of the University of Minnesota with a Bachelor of Science in Mechanical Engineering and was commissioned through the Reserve Officers' Training Corps program. He earned a Master of Science in Engineering Management from the Catholic University of America and a Master of Arts with highest distinction in National Security and Strategic Studies from the Naval War College. He was a fellow of the Massachusetts Institute of Technology Seminar XXI program.

His sea tours include USS Whale (SSN 638), USS Florida (SSBN 728) (Blue), USS Key West (SSN 722) and command of USS Connecticut (SSN 22). His major command was as commodore of Submarine Squadron 22 with additional duty as commanding officer, Naval Support Activity La Maddalena, Italy.

Ashore, he has served on the staffs of both the Atlantic and the Pacific Submarine Force commanders, on the staff of the director of Naval Nuclear Propulsion, on the Navy staff in the Assessments Division (N81) and the Military Personnel Plans and Policy Division (N13), in the Secretary of the Navy's Office of Legislative Affairs at the U. S. House of Representatives, as the head of the Submarine and Nuclear Power Distribution Division (PERS 42) at the Navy Personnel Command, and as an assistant deputy director on the Joint Staff in both the Strategy and Policy (J5) and the Regional Operations (J33) Directorates.

Roegge completed his first flag officer assignment as the deputy commander, Joint Functional Component Command for Global Strike at U.S. Strategic Command. He then served concurrently as commander, Submarine Group 8; commander submarines, Allied Naval Forces South; deputy commander, U.S. 6th Fleet; and director of operations and intelligence (N3), U.S. Naval Forces Europe-Africa. As a Rear Admiral (Upper Half), he served on the Navy Staff as director, Military Personnel Plans and Policy Division (N13) with a concurrent period as director, Total Force Manpower Division (N12) and then as Commander, Submarine Force, U.S. Pacific Fleet.

VADM Roegge assumed duties as the 16th President of the National Defense University (NDU) on 25 September 2017. NDU is the University of the Chairman of the Joint Chiefs of Staff and the premier Joint Professional Military Education institution in the Department of Defense. NDU's mission is to develop joint warfighters and other national security leaders through rigorous academics, research and engagement to serve the common defense. The University, through its five component colleges offers graduate-level degrees and certifications to over 2,000 U.S. military officers, civilian government officials, international military officers and industry partners annually.



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Ambassador Arnold Chacon *Senior Vice President*



Ambassador Chacon joined the National Defense University as its Senior Vice President in August 2018. He is a career member of the U.S. Foreign Service and holds the rank of Career Minister.

Prior to NDU, Ambassador Chacon served as Diplomat in Residence at Duke University and the University of North Carolina at Chapel Hill. He has held senior leadership positions in the U.S. Department of State, including Chief of Mission in Guatemala and Chief Human Capital Officer. He is widely recognized for his expertise in Latin American and European affairs, talent management, communication strategies and building a diverse workforce.

As Director General of the Foreign Service from 2014-2017, Ambassador Chacon developed strategic guidance for the Human Resources Bureau of 900 employees who carry out the full range of human resources activities for the State Department's 75,000 worldwide workforce.

As Ambassador to Guatemala from 2011-2014, he implemented one of the largest economic development, counter-narcotics and rule of law programs in Latin America, directing 500 staff and representing a dozen U.S. Government agencies. Prior to his service in Guatemala, he was Acting Ambassador and Deputy Chief of Mission in Spain, engaging a key NATO and EU ally on regional issues including counter-terrorism, the global financial crisis, Afghanistan, Middle East, Africa and Latin America. His other diplomatic assignments include postings to U.S. Missions in Honduras, Mexico, Chile, Italy, Peru, Ecuador and the United Nations. He also served as the Deputy Executive Secretary of the State Department's Executive Secretariat and in the Bureaus of Western Hemisphere Affairs and European Affairs.

A life member of the Council on Foreign Relations, Ambassador Chacon has received numerous leadership awards, including the Presidential Rank Award, Superior Honor Awards and Performance Pay. He is a Boettcher Foundation Scholar and studied International Affairs at the University of Colorado where he was in the Presidents Leaders Class. His wife Alida Chacon is retired from the Foreign Service and they have three children.



Dr. John W. Yaeger *Provost*



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, 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) 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 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.



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Major General Robert C. Kane
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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Major General Lewis G. Irwin
United States Army
Commandant, Joint Forces Staff College



MG Lew Irwin assumed command of the Joint Forces Staff College (JFSC), part of the National Defense University (NDU), on 3 July 2018. In this role, he commands the Joint Advanced Warfighting School (JAWS); the Joint and Combined Warfighting School (JCWS); and the Joint Command, Control & Information Operations School (JC2IOS). These schools develop joint warfighters and other national security leaders to plan and execute operational-level military operations in a joint, multinational, and interagency environment, while instilling in the students a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives. Early in 2019, he also assumed responsibility as the interim Director of the newly established Joint Force Development and Design Center (JFDDC), comprised of the Joint Staff J-7's Futures and Concepts Division, Joint Wargaming and Experimentation Division, Joint Training Division, and Joint Education and Doctrine section, relinquishing those duties to the permanent Director upon that officer's assignment to JFDDC in December 2019.

A native of Claysville, Pennsylvania, MG Irwin is a 1986 graduate of the U.S. Military Academy at West Point. Prior to this assignment, he served as the Deputy Chief of the Army Reserve (DCAR), assisting the Chief of the Army Reserve in the areas of strategy, planning, programming, policy, and resourcing at HQDA, Joint Staff, and OSD levels. In his civilian career, he is a professor of public policy and government at Duquesne University in Pittsburgh. He holds master's degrees and a doctorate in political science from Yale University, as well as a master's in strategic studies from the U.S. Army War College. MG Irwin is the author of four books on American politics and public policy, as well as various articles on national security and American government. A recent book analyzes the NATO mission in Afghanistan and the U.S. government's strategic and interagency challenges there.

During more than 33 years of service in the Army, he has served overseas in Germany, Saudi Arabia, Iraq, Kuwait, and Afghanistan, in addition to a variety of stateside locations. His active duty service has included tours in the 101st Airborne Division (Air Assault); service with the 3rd Armored Division during Operation "Desert Storm"; Sapper company command in the 1st Armored Division in Germany; faculty service in West Point's Department of Social Sciences; and joint duty with the Combined Security Transition Command-Afghanistan, while working with the Afghan National Police. Other brief overseas missions have included conducting research for the Center for Army Lessons Learned in Bosnia and gathering "lessons learned" in Security Force and detainee operations in Iraq for 1st Army. He has also served as an Army Reserve Adjunct Professor for Research at the Army War College's Strategic Studies Institute, and represented the Army Reserve on OSD's Reserve Forces Policy Board.

MG Irwin's Army Reserve command assignments have included the 2nd Battalion, 312th Regiment; the 301st Regional Support Group; the 926th Engineer Brigade; and the 416th Theater Engineer Command, comprised of more than 12,500 Soldiers assigned to 175 units across 26 western states. MG Irwin has also served as the officer-in-charge of a Joint Deployable



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Team in the Joint Enabling Capabilities Command (JECC), as part of the former U.S. Joint Forces Command.

His military awards include the Distinguished Service Medal, the Legion of Merit (w/OLC), the Bronze Star Medal (w/OLC), and various other awards. He is Airborne, Air Assault, Sapper, and Jungle Warfare qualified, and holds the Army's "3H" Joint Planner additional skill identifier, among others.

Lew and his wife Marcia have been married for over 30 years and have three adult children. Two of their children currently serve in the U.S. Army, and the third is a teacher and coach at Fort Belvoir.



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Brigadier General Kyle W. Robinson
United States Air Force
Commandant, Eisenhower School



Brig. Gen. Kyle W. Robinson is the Commandant of The Dwight D. Eisenhower School for National Security and Resource Strategy, National Defense University, Fort Lesley J. McNair, Washington, D.C. The Eisenhower School prepares selected military officers and civilians from around the world for strategic leadership and success in developing national security strategy and in evaluating, marshaling, and managing resources in the execution of that strategy. As the commandant, General Robinson is responsible for formulating academic policies, supervising curriculum planning, and ensuring excellence in classroom teaching.

General Robinson was commissioned into the U.S. Air Force as a distinguished graduate of the Reserve Officer Training Corps program. After receiving his Bachelor of Science degree in electrical engineering from the Massachusetts Institute of Technology in 1989, he entered active duty and completed pilot training, where he was a distinguished graduate. He graduated with honors from defense language training prior to attending the Spanish Joint Senior Service School in Madrid, Spain, and was a distinguished graduate of the Industrial College of the Armed Forces at Fort Lesley J. McNair, D.C. He has held numerous flying and staff positions and has commanded at the squadron, group, and wing level. Prior to being assigned to the Eisenhower School, General Robinson served as the Commander of the 332d Air Expeditionary Wing, Southwest Asia.

General Robinson's awards include the Legion of Merit with three oak leaf clusters, the Distinguished Flying Cross, the Defense Meritorious Service Medal, the Meritorious Service Medal with four oak leaf clusters, the Air Medal with eight oak leaf clusters, the Aerial Achievement Medal, the Air Force Commendation Medal with one oak leaf cluster, and the Air Force Achievement Medal with one oak leaf cluster.



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Rear Admiral Cedric E. Pringle
United States Navy
Commandant, National War College



Rear Admiral Cedric E. Pringle is the 31st Commandant of the National War College, Fort Lesley J. McNair, Washington D.C. As the commandant, Rear Adm. Pringle is responsible for formulating academic policies, supervising curriculum planning, preparation, and ensuring excellence in classroom teaching.

Rear Adm. Cedric Pringle graduated from the University of South Carolina in December 1986 with a Bachelor of Science in Economics and received his commission through Naval ROTC. He also earned a Master of Science in Financial Management from the Naval Postgraduate School in 1998 and a Master of Arts in National Security Strategy from the Naval War College in 2003.

At sea, he served in engineering department on USS Ranger (CV 61) and USS Portland (LSD 37) and as executive officer on USS Fort McHenry (LSD 43). In July 2004, he assumed command of USS Whidbey Island (LSD 41). During his tour, he participated in humanitarian assistance and disaster relief operations in response to Hurricane Katrina in September 2005. In February 2012, he took command of the Navy's first hybrid propulsion drive ship, USS Makin Island (LHD 8). During his tenure, Makin Island completed its maiden deployment and achieved numerous successes, including earning the Battle "E" Award, the Retention Excellence Award, Afloat and Aviation Operational Safety Awards and the President's Volunteer Service Award for community outreach.

Ashore, he served on the staffs of Navy Recruiting Area 3, Amphibious Squadron (PHIBRON) 4 as chief staff officer, Amphibious Force U.S. 7th Fleet as deputy chief of staff for Operations and Plans (N3/N5), on the Joint Staff as the deputy chief of Forces Division in the Force Structure, Resources and Assessment Directorate (J8), and as director, Navy Senate Liaison for the Secretary of the Navy's Office of Legislative Affairs. From September 2015 to November 2017 he served as deputy director of Joint Interagency Task Force South. During this tour, he also served as commander, Joint Task Force Matthew, leading relief and recovery efforts in Haiti following Hurricane Matthew in October 2016.

In December 2017, he assumed duties as commander, Expeditionary Strike Group 3.

His decorations include the Defense Superior Service Medal, the Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal, Navy Commendation Medal, Navy and Marine Corps Achievement Medal, and various unit and service awards. Pringle is also the recipient of the 2015 Navy's Stars and Stripes Award.



Dr. Cassandra C. Lewis

Acting Chancellor/Dean of Faculty and Academic Programs, College of Information and Cyberspace



Dr. Cassandra C. Lewis is the Acting Chancellor/Dean of Faculty and Academic Programs at the National Defense University (NDU), College of Information and Cyberspace (CIC). She serves as the principal advisor to the National Defense University President and Provost on curriculum and academic programs related to Cyberspace and Information.

As a member of NDU's senior leadership executive council, Dr. Lewis is instrumental in strategic planning and coordination of University initiatives. Dr. Lewis is the chief administrator of CIC's academic programs, with responsibility for financial, facilities, and personnel management. She maintains relationships with partner NDU components, U.S. government agencies, the private sector, international allies and Department of Defense and civilian educational institutions and universities.

Under her leadership CIC's academic programs and curricula continue to be rigorous, relevant, and of high quality, to effectively fulfill the mission of the College to educate joint warfighters and national security leaders to lead, advise and advance global security within the cyberspace domain,

through the use of the information instrument of national power.

Dr. Lewis is a community-minded educator with a demonstrated commitment to mentoring women and K-16 students both locally and abroad. She has a particular passion for fostering transformational leadership and advancing careers in STEM.

Dr. Lewis holds a Bachelor's degree in the Interdisciplinary Social Sciences/International Studies from the State University of New York at Buffalo; Master's degree in Higher Education from Boston College; a Ph.D. in Education Policy from the University of Maryland, College Park; and a Certificate in Executive Leadership Coaching from Georgetown University.



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Ambassador Erica Barks-Ruggles

Acting Chancellor/Vice Chancellor, College of International Security Affairs



Ms. Barks-Ruggles was the Ambassador of the United States of America to the Republic of Rwanda from January 2015-March 2018. She previously served for three years as U.S. Consul General in Cape Town, South Africa. From January 2009-July 2011, Ms. Barks-Ruggles served as the Deputy to the United States Permanent Representative to the United Nations, leading the Washington office and serving on the Deputies Committee.

She is a career Foreign Service Officer, serving since 1991. From 2004-2008 she was the Deputy Assistant Secretary for Democracy, Human Rights and Labor, where she led U.S. support for Iraq's first democratic elections in 2005, and managed over \$210 million in human rights and democracy programming in the Middle East and South and Central Asia. From 1996-1999 she was a Director for African Affairs at the National Security Council at the White House, where she led the successful effort to pass the Africa Growth and Opportunity Act. She has also been posted to India and Norway.

She has served as a Visiting Fellow at The Brookings Institution and an International Affairs Fellow at the Council on Foreign Relations. Ms. Barks-Ruggles speaks French and Norwegian.



Dr. Laura Junor
Director, Research and Strategic Support



Dr. Laura Junor is currently serving as the Director of Research and Strategic Support. 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 three 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 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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Dr. Brian R. Shaw

Deputy Provost for Academic Affairs



Dr. Shaw is the Deputy Provost for Academic Affairs at the National Defense University. The Deputy Provost for Academic Affairs serves as the principal educational advocate and senior advisor to the NDU Provost on academic governance, teaching and learning, research, accreditation, and faculty management. In addition, he is responsible for the NDU Library system, the Center for Applied Strategic Learning – the University’s gaming and simulation center, the Ethics Department of NDU, the Health and Wellness Program, the Office of Institutional Research and the Office of the Registrar. He serves as the Designated Federal Officer for the Board of Visitors.

He is a career intelligence officer, scientist and educator. Dr. Shaw was Professor of Intelligence Studies and the founding Dean of the Oettinger School of Science and Technology Intelligence at the National Intelligence University. He served as a Senior Analyst and Senior Advisor in the Intelligence Community focusing on several regional and functional areas including transboundary resource issues, and information and cyber issues. He was appointed as Deputy National Intelligence Officer for Science and Technology to the National Intelligence Council. Prior to joining government service, he held a variety of research and leadership positions in the petroleum industry in international and domestic exploration, development and management. At the Pacific Northwest National Laboratory of the Department of Energy he developed the Center for Environmental Security, and the Cascade experimental lab. He currently serves as co-chair of the National Academy of Sciences Board on Army Research and Development.

Dr. Shaw received his B.S. from Western Michigan University, M.S. from the University of Michigan, Ann Arbor, and a Ph.D. from Syracuse University. His principal areas of study were geology and mathematics.



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



Rear Admiral Mauer is a Philadelphia native and was commissioned via the Villanova University NROTC program. He 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. 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/KEYSTONE/PINNACLE in August of 2016.



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