



# **NATIONAL DEFENSE UNIVERSITY**

*Imagine, create, and secure a stronger peace*

## **NATIONAL DEFENSE UNIVERSITY BOARD OF VISITORS**

**20-21 May 2014**

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

**NATIONAL DEFENSE UNIVERSITY**  
**BOARD OF VISITORS AND NDU SENIOR LEADERSHIP**

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# **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. Two of the companies launched 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 Master's degrees from Harvard University and 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 boards of West Point Association of Graduates Development Committee, Distributed Energy Management and Global Flows.



**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.



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



## **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 15th anniversary this year. In these 15 years, she has guided KAI on a path of steady growth—and in fact, under her leadership, the company has almost doubled its revenue each year for the past five years.

As a former general officer-equivalent senior executive in DOD, with 30 years of public service, 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.

Ms. Leong-Hong is a strategist and a change agent. In addition to her management expertise, she is an acknowledged expert in database management, data administration, knowledge management, business transformation and strategies, and software engineering.

Ms. Leong-Hong is active in her professional community and sits on corporate boards as well as several non-profit and appointed boards. She currently serves on the National Defense University Board of Visitors; she was also appointed to the State of Maryland's Federal Facility Advisory Board; she was appointed to be co-chair of the Cybersecurity Workforce committee; also 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



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School of Government 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 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.



## **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, The National Business Aviation Association and SONOCO Products company.

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

## **Mr. Douglas A. Raymond**



Doug Raymond is the Vice President of Strategy at Endgame Systems, an Arlington-based cybersecurity company.

Prior to joining Endgame, he was a Director of Amazon's Appstore for Android, a mobile marketplace that distributes mobile applications in over 200 marketplaces. In earlier roles, he was the founder and CEO of Julu Mobile, a mobile advertising technology company based in Shanghai, which was acquired by Zhubajie, a Chongqing-based technology company in 2012. Doug previously spent 5 years at Google, most recently as the lead for monetization product development in Asia, with a focus on building new advertising and mobile products in Asia-Pacific. He is a three-time winner of Google's Operating Committee award for Impact and

Innovation and an inventor on several patents.

Doug is a frequent speaker and writer on mobile technology, and innovation, and has been published in Harvard Business Review China, HBR Online, and the Christian Science Monitor, among others. Earlier in his career, he served in the United States Army as an officer in the 1st Armored Division.

He currently serves on the Board of Visitors of the National Defense University in Washington, DC, and is an adviser to several early-stage technology companies. He is a life member of the Council on Foreign Relations and a fellow of the National Committee on U.S.-China Relations Young Leaders Program. Doug graduated from the United States Military Academy with distinction and holds an MBA from Harvard Business School.



## **Mr. Ronald A. Rittenmeyer**



Ron Rittenmeyer is chairman, president and chief executive officer of Expert Global Solutions (EGS), a global provider of customer care support, operating in 14 countries with over 45,000 associates.

He 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.

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, IMS Health Inc. and is a director for privately held company Avaya Inc. 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 One Corporation).

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.

## **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.

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 (age 16) and Andrew (age 13).

## **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 chairs the Rhodes Scholarships Selection Committee for Maryland and the District of Columbia.

Trachtenberg has published five books: *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 three books: *The Art of Hiring in America's Colleges & Universities*, *Letters to the Next President*, and in 2013, *Presidencies Derailed: Why University Leaders Fail and How to Prevent It*, Johns Hopkins University Press.

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".....

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# **NDU Senior Leadership**



**Major General Gregg F. Martin**  
**United States Army**  
**President, National Defense University**



Major General Gregg F. Martin serves as the 14th President and is a proud graduate of the National Defense University. Since graduating from West Point in 1979 and commissioning as an Army Engineer, he has served around the globe, and led our troops at many levels, from platoon leader to Commanding General (CG), and in a wide array of operations: from Defense of Europe during the Cold War to the ground Offensive and liberation of Baathist Iraq; from Stability, Support and Nation Assistance operations in numerous countries, to Civil Support, disaster relief, and homeland security operations in the United States. Most recently he served as the 48th Commandant of the United States Army War College and prior to that posting was CG of the Maneuver Support Center of Excellence and Fort Leonard Wood, Missouri as well as Deputy CG of Third Army, US Army Central, forward deployed in Kuwait.

General Martin holds a bachelor's degree from the U.S. Military Academy, master's degrees in civil engineering and technology policy, as well as a Ph.D. in engineering management and public policy from MIT with a dissertation on strategic leadership and institutional change. He also graduated from the Naval and Army War Colleges, holding master's degrees in strategic studies from both. He and his bride Maggie (Ryan) have been blessed with three terrific sons. All are Eagle Scouts and college graduates. Two are Soldiers and combat veterans; and one is a strategic artist and a graduate of the National Outdoor Leadership School.



**Ambassador Wanda L. Nesbitt**  
**Senior Vice President, International Programs & Outreach**



Wanda L. Nesbitt is a career member of the U.S. Foreign Service and holds the rank of Minister Counselor. She served as U.S. Ambassador to the Republic of Namibia from November 2010 to October 2013.

From October 1, 2007 to August 2010, Ms. Nesbitt was the U.S. Ambassador to Côte d'Ivoire, where she was deeply involved in efforts to promote a resolution to an ongoing political crisis.

From September 2005 to August 2007, Ms. Nesbitt served 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.

Prior to that assignment, Ms. Nesbitt was Director of the Senior Level Division in the Bureau of Human Resources' Career Development and Assignments (HR/CDA) Division, which handles assignments issues for the Department's most senior career officers and acts as the Executive Secretariat for the Chief of Mission and Deputy Chief of Mission/Principal officer selection committees.

From January 2002 to August 2004, Ms. Nesbitt was the U.S. Ambassador to the Republic of Madagascar. Issues to which she devoted particular attention included: environmental preservation and protection, increased private sector involvement in poverty reduction strategies, and long-term commitment to good governance and democratic practices.

Ms. Nesbitt has twice been Deputy Chief of Mission, first at our Embassy in Kigali, Rwanda (1997-1999) and then at the Embassy in Dar es Salaam, Tanzania. She was Chargé d'Affaires in Tanzania from January – November 2001.

Ms. Nesbitt joined the Foreign Service in 1981. Her consular assignments include: regional consular officer in Kinshasa, Zaire (1990-1992); a vice-consul in Paris, France (1983-1985) and also in Port-au-Prince, Haiti (1982-1983). In Washington, Ms. Nesbitt was the officer in charge of immigration and refugee issues for the Bureau of Legislative Affairs (1995-1997); chief of the Europe and Africa Division of Citizens Emergency Center (1992-1993); and Deputy Director of the Department's Executive Secretariat Staff (1994-1995).

Ms. Nesbitt is the recipient of numerous awards, including two Presidential awards for outstanding performance. She earned a master's degree in national security strategy from the National War College in 1997. She is a graduate of the University of Pennsylvania and holds B.A.s in international relations and French.



**Dr. John W. Yaeger**  
**Provost, National Defense University**



John W. Yaeger, E.D., was appointed Provost in July 2010, after serving in that position as Interim Provost since October 2009.

Governor Martin O'Malley appointed Dr. Yaeger to the Maryland Higher Education Commission in March 2012. 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) 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; 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**  
**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 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 Master's of Science Degree in Security Strategy. Upon graduation, he was assigned to the Headquarters, European Command, J4 Logistics and Security Assistance 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.



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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. BGen Gorry assumed command of the Dwight D. Eisenhower School of National Security and Resource Strategy (ES), National Defense University on 31 July 2013.

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



## **Brigadier General Guy T. Cosentino, USA** **Commandant, National War College**



Brigadier General Guy “Tom” Cosentino assumed command on 30 July 2013 as the 28th Commandant of the National War College. His previous position was as Deputy Director for Political-Military Affairs for the Middle East, Strategic Plans and Policy Directorate (J5), on the Joint Staff in the Department of Defense. As Deputy Director he prepared and provided best military advice on planning/policy recommendations to the Chairman, Joint Chiefs of Staff and the Secretary of Defense on regional matters under consideration by the Interagency and the President. Prior to the Joint Staff, BG Cosentino was Deputy Commanding General for Regional Support, NATO Training Mission-Afghanistan, served as the Senior Military Assistant to the Undersecretary of Defense for Policy (USDP) and later as Senior Policy Advisor to the USDP.

BG Cosentino’s U.S. Army career has spanned 28 years and includes numerous operational and strategic assignments to include Chief of Strategy, Plans, and Assessments in Multi-National Security Transition Command-Iraq.

He has served as a strategist in the Secretary of Defense’s Strategy Office, Chief of Strategy and Plans in 8th USA-Korea, was an intelligence company commander and an armor officer. He was also an Assistant Professor of International Relations at the U.S. Military Academy.



**Rear Admiral John W. Smith, Jr.**  
**United States Navy**  
**Commandant, Joint Forces Staff College**



Rear Adm. Smith entered the Navy via the Aviation Officer Candidate program in 1982 and was designated a naval aviator in 1984. Prior to command, he flew with Helicopter Anti-submarine Squadron (HS) Three aboard the USS Saratoga (CV 60), Helicopter Anti-Submarine Squadron Light 43 Detachment One aboard USS Ford (FF 54), and HS-4 aboard USS Kitty Hawk (CV 63) and USS Carl Vinson (CVN 70). He also served as a Fleet Replacement Squadron (FRS) instructor with HS-1.

Smith's squadron command tours include HS-11 and deployed aboard USS John F. Kennedy (CV 67) to the Arabian Gulf in support of Operation Southern Watch, and HS-10, the FRS for the HS community. His most recent operational assignment was as commander, Helicopter Sea Combat Wing, U.S. Atlantic Fleet.

Ashore, he served as deputy director of Equal Opportunity (PERS 61) in Washington, D.C.; and head aviation commander helicopter detailer, Bureau of Naval Personnel (PERS 43) Millington, Tenn.

In September 2005, he was selected to be Joint Force Maritime Air Component commander for Joint Task Force Katrina in the Gulf of Mexico. In 2008, Smith assumed command of Joint Crew Composite Squadron One in Baghdad, Iraq, responsible for fielding, sustainment and combat readiness of counter radio-controlled improvised explosive device electronic warfare systems. In 2009, he served as chief of staff for Navy Cyber Forces in Little Creek, Va. From 2010 to 2012, he served as deputy director, Joint Interagency Task Force South in Key West, Fla., responsible for coordinating joint, interagency and international efforts to combat illicit drug trafficking and narco-terrorism. Smith served as Commander, Joint Task Force-Guantanamo from 2012 to 2013.

Smith currently serves as Commandant, Joint Forces Staff College, National Defense University, Norfolk, Va.

He holds a bachelor's degree in Accounting from South Carolina State College and a master's degree in National Resource Strategy from the Industrial College of the Armed Forces. His personal awards include the Defense Superior Service Medal, Legion of Merit, Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal, Navy and Marine Corps Commendation Medal and various campaign, service and unit awards. He has flown more than 4,200 hours in H-3 and H-60-F/H/B aircraft.



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



Michael S. Bell, Ph.D., is the Chancellor of the College of International Security Affairs (CISA). Prior to leading CISA, he was the Dean of Faculty and Academic Programs at the National War College during the 2009-2010 academic year.

Following graduation from the United States Military Academy in 1983 and commissioning as an armor officer, Bell served with armor, cavalry, and mechanized infantry units in a variety of Army command and staff positions in Europe, the continental United States, and Southwest Asia. He also served on the faculty at the United States Military Academy as an instructor and assistant professor of history, where he received the department's teaching excellence award. Other noteworthy 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; and Futures Chief, III Corps. From 2001-2003, Bell commanded the 1st Battalion, 8th U.S. Cavalry, an element of the 1st Cavalry Division.

Following battalion command, Bell was assigned as strategist in the Joint Staff's Strategy Division, Directorate of Strategic Plans and Policy (J5). In J5, one of Bell's major projects included the development of the 2004 National Military Strategy and 2005 National Defense Strategy. He was also the lead writer of the 2005 National Military Strategic Plan for the War on Terrorism; the staff lead for the Joint Strategic Planning System; a member of the Kuwait Strategic Review team; the lead writer for Kuwait's National Security and Defense Strategy; and the lead writer for the National Military Strategy of the Kuwaiti Armed Forces. During the Quadrennial Defense Review, Bell analyzed Defense reform roles, missions, and organizations.

In 2006 and 2007, Bell served as the Senior Military Fellow at the Institute for National Strategic Studies (INSS). His research at INSS included developing future strategic concepts, ranging from space power to irregular warfare; assisting the Office of the Secretary of Defense and the Joint Staff with the development of strategic plans for possible contingencies; preparing a draft National Military Strategy; and analyzing previous strategic planning efforts in the United States military. Bell also participated in an Interagency Working Group studying the options for the strategic framework with Iraq upon the conclusion of Operation Iraqi Freedom.

Prior to rejoining the National Defense University in September 2009, Bell served with General David Petraeus as the Director of his Commander's Initiatives Group at Multi-National Force-Iraq headquarters in Baghdad, Iraq, and subsequently at U.S. Central Command headquarters.



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Bell holds an M.A. and a Ph.D. in History from the University of Maryland at College Park. His dissertation examined the worldview of President Franklin D. Roosevelt, and his administration's approach to World War II in Europe. Bell also holds an M.S. in National Security Strategy from the National Defense University. He was a Distinguished Graduate of the National War College, where he completed an award-winning research fellowship on General John J. Pershing and the development of the American General Staff. He also authored a monograph published by the Strategic Studies Institute, *The Exigencies of Global, Integrated Warfare: The Evolving Role of the CJCS and His Dedicated Staff*. Bell retired from the U.S. Army as a colonel in 2012 with over 29 years of active service, and his awards and decorations include the Defense Meritorious Service Medal, Defense Superior Service Medal with oak leaf cluster, the Bronze Star, the combat action badge, and the parachutist badge.

Bell retired from active military service in August 2012.



**Mary S. McCully, Ph.D.**  
**Colonel, USAF, Ret.**  
**Acting Chancellor, NDU iCollege**



Dr. Mary McCully, Acting Chancellor, Dean of Faculty and Academic Programs and Professor, iCollege, NDU. She is responsible for the Master of Science degree education program that satisfies U.S. federal legislative and government workforce requisites to educate strategic leaders to leverage the information component of national power for strategic advantage. She co-leads the iCollege international partners' educational programs. Dr. McCully has taught and published in the areas of strategic command and control systems, space systems, creating active learning environments in international classrooms, information age leadership, measuring performance, and organizational transformation.

Colonel McCully served 28 years in the US Air Force as a Long Range Strategy and Security Assistance Planner, Joint Staff Pentagon; Deputy Chief, Command, Control and Reconnaissance Division, AF Center for Studies and Analyses; Threat Assessment and Evaluation Analyst, North American Air Defense Command; Professor, Eisenhower School; Assistant Professor of Mathematics, US Air Force Academy. She earned her Ph.D. in engineering from Arizona State University, M.S. in operations research from the Air Force Institute of Technology, M.Ed. From Marymount University, B.S in mathematics and physics from Marygrove College, and was a Harvard Senior Executive Fellow.



**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.



## **Major General Ricky L. Wadell, Ph.D.**

**USA Reserves**

**Director, CAPSTONE**



Major General Ricky L. Waddell is the Deputy Commander for Mobilization and Reserve Affairs, Headquarters United States Southern Command, Miami, Florida. In this capacity General Waddell serves as principal advisor to the Combatant Commander on issues that maximize the effectiveness of Reserve Components integration into the Theater Campaign Plan. He graduated from the United States Military Academy in 1982 with a Bachelor of Science degree and is an Engineer Officer. He holds a Bachelor and Master of Arts in History and Portuguese from Oxford University, Master of Arts in Public Administration from Webster University, and a Master of Arts, Master of Philosophy, and PhD in International Relations from Columbia University.

He served in engineering units and staff positions throughout his Active Duty career, both in the United States and Latin America (12 years). His assignments included the 15th Engineering Battalion, 9th Infantry Division where he served as a Platoon Leader and Battalion Maintenance Officer; Joint Task Force Bravo at Palmerola Air Base where he served as the JTF Engineer; C Company, 35th Engineer Battalion, where he served as the Commander; Instructor at the United States Military Academy in the Department of Social Sciences; and as Director for European Security Affairs on the National Security Council.

Throughout his Army Reserve career, he has served in key staff positions in the United States, U.S. Central Command, and U.S. Force-Korea. His assignments include Special Assistant at the Office of the Deputy Under Secretary of the Army; Energy Sector Strategic Analyst at United States Central Command; Special Advisor to the 101st Airborne Division (Air Assault) in Tikrit, Iraq; Joint Strategic Planner for Headquarters Multinational Force-Iraq; Director of Oil, J9, United States Forces-Iraq; and J4 (wartime), U.S. Force-Korea.

Prior to his current assignment, he commanded the Combined Joint Interagency Task Force – Shafafiyat, North Atlantic Treaty Organization International Security Assistance in Kabul, Afghanistan.

In his civilian career, MG Waddell spent 17 years working in South America, mostly in the energy and mining industries, living 12 of those years in Sao Paulo, Brazil.



**Mr. Michael M. Cannon**  
**Colonel, United States Army (Retired)**  
**Chief of Staff and Administration (COSA), National Defense University**



Michael Cannon is Chief of Staff, National Defense University, Fort McNair, Washington, D.C. As Chief of Staff, he is the principal advisor to the NDU President on internal management, student administration, morale, welfare, and on the formulation of organizational and management policies.

Cannon was commissioned a lieutenant of the Field Artillery from Duquesne University in Pittsburgh, Pennsylvania. His initial assignment was with the 3rd Battalion, 17th Field Artillery (8-inch), in Nuremburg, Germany. After attending the Field Artillery Advanced Course, Cannon was assigned to the 2nd Battalion (Airborne), 321st Field Artillery, 82nd Airborne Division, Fort Bragg, North Carolina. He was then assigned as the Commandant of the Advanced Airborne School. Cannon's next assignment was as the Battalion Fire Support Officer with the 2nd Ranger Battalion at Fort Lewis, Washington. Following this assignment, he served with the 1st Special Forces Operational Detachment-Delta (Airborne) at Fort Bragg as the Fire Support Officer and deployed in support of Operation DESERT STORM.

After attending the U. S. Army Command and General Staff College at Fort Leavenworth, Kansas, Cannon was assigned to the 25th Infantry Division as the Brigade Fire Support Officer for the 2nd Infantry Brigade and the Battalion Operations Officer and Executive Officer for the 2nd Battalion, 11th Field Artillery. He deployed with the Division to Haiti in support of Operation UPHOLD DEMOCRACY. Cannon returned to Fort Bragg in 1998 to command the 3rd Battalion, 319th Airborne Field Artillery Regiment, 82nd Airborne Division.

Cannon then attended the U. S. Army War College in Carlisle, Pennsylvania. Subsequently he was assigned to the Joint Staff in the Pentagon where he worked in J-33, Joint Operations Division, EUCOM Desk. He returned to Fort Bragg in 2003 to command the 1st Battlefield Coordination Detachment (Airborne) where he deployed twice to the Combined Air and Space Operations Center in support of Operations ENDURING FREEDOM and IRAQI FREEDOM. In December 2006, Cannon was assigned to the National Defense University as the Military Assistant to the Vice President of Academic Affairs (Provost). He assumed the duties of Chief of Staff on 28 July 2008.

After retiring from active military service in June 2010, Cannon has remained as the University's civilian Chief of Staff.

Col. Cannon's awards include the Bronze Star Medal, the Defense Meritorious Service Medal, the Military Free Fall Badge, the Master Parachutist Badge, and the Ranger Tab.





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