

Senior Conference XLVI:

Bridging the Cultural Divide: NGO-Military Relations in Complex Environment

Speakers and Panelists

AMBASSADOR RYAN CROCKER

Ryan Crocker was confirmed as Ambassador to Iraq on March 7, 2007. He assumed Chief of Mission duties at the U.S. Embassy in Baghdad on March 29, 2007 after serving as U.S. Ambassador to Pakistan from October 2004 to March, 2007. He served previously as the International Affairs Advisor at the National War College, where he joined the faculty in 2003. From May to August 2003, he was in Baghdad as the first Director of Governance for the Coalition Provisional Authority. He was Deputy Assistant Secretary of State for Near Eastern Affairs from August 2001 to May 2003, and served previously as Ambassador to Syria (1998-2001), Ambassador to Kuwait (1994-1997) and Ambassador to Lebanon (1990-1993). Since joining the Foreign Service in 1971, he also has had assignments in Iran, Qatar, Iraq and Egypt, as well as Washington. He was assigned to the American Embassy in Beirut during the Israeli invasion of Lebanon in 1982 and the bombings of the embassy and the Marine barracks in 1983.



He grew up in an Air Force family, attending schools in Morocco, Canada and Turkey, as well as the U.S. He received a B.A. in English in 1971 and an honorary Doctor of Laws degree in 2001 from Whitman College (Washington).

Ambassador Crocker received the Presidential Distinguished Service Award in 1994, the Department of Defense Medal for Distinguished Civilian Service in 1997 and the Presidential Meritorious Service Award in 1999 and 2003. He also holds the State Department Distinguished Honor Award, Award for Valor, three Superior Honor Awards and the American Foreign Service Association Rivkin Award. In January 2002, he was sent to Afghanistan to reopen the American Embassy in Kabul. He subsequently received the Robert C. Frasure Memorial Award for "exceptional courage and leadership" in Afghanistan. In September 2004, President Bush conferred on him the personal rank of Career Ambassador, the highest in the Foreign Service.

MR. SAM WORTHINGTON

Sam Worthington became the President and CEO of InterAction, the nation's largest alliance of relief and development nongovernmental organizations, in October 2006. Prior to joining InterAction, Mr. Worthington served as the Vice Chair of InterAction's Board of Directors, chaired its PVO Standards and Membership committee, and was co-chair of its Commission on the Advancement of Women. Previous to InterAction, he was the Chief Executive Officer of Plan USA (1994 to 2006), an InterAction member organization operating in 49 countries around the world. As CEO of Plan, he sat on Plan's global executive management team, and chaired Plan's national CEO team.



Mr. Worthington is a Member of the Council on Foreign Relations, serves on USAID's Advisory Committee for Voluntary Foreign Assistance (ACVFA) and the Inter-Agency Standing Committee (IASC) at the United Nations, sits on the boards of the *U.S. Global Leadership Campaign* and the Alliance to End Hunger, and is an International Trustee of Religions for Peace. His many leadership roles include chairing the global NGO Impact Initiative on behalf of the office of the UN Special Envoy for Tsunami Recovery (President Clinton), and co-founder of the Hope for African Children Initiative (HACI), a partnership of NGOs working to address the impact of AIDS on children. Until recently, he served on HACI's Program Policy Council.

Mr. Worthington has a Masters degree with distinction from the Monterey Institute of International Studies and a Bachelor's degree from the University of Vermont. He also completed post graduate research at the Institut Universitaire des Hautes Etudes Internationales in Geneva and was awarded an Honorary Doctorate of Humanities from Rhode Island College. As a Fulbright Scholar, he analyzed and evaluated United Nations international development program methodologies at the International Labor Office in Switzerland.

Mr. Worthington has represented U.S. non-profits and their programs before the United States Congress and numerous places in the media, including NPR 'Talk of the Nation', the PBS television series "The Visionaries," and all major national and international media outlets.

Mr. Worthington and his wife Renée live with their three children Rachel, Jamie and Lindsay, in Bethesda, Maryland.

MR. MAXIE MCFARLAND

Mr. Maxie L. McFarland was selected to the Defense Intelligence Senior Executive Service in July 2002 and is currently serving as the Deputy Chief of Staff for Intelligence (G-2) for the U.S. Army Training and Doctrine Command. In this position, he serves as the Army's lead for analyzing and defining current and future threats and environments in support of future concepts, leader development, capability design, training readiness, and experimentation. He is the Army's lead for Red Teaming, Culture and Language Strategy, Human Terrain System, Foreign Military and Cultural Studies, and the Army's Counter-Improvised Explosive Device Integration Center. Mr. McFarland's team supports the Army's Combat Training Centers, deployed forces in Iraq and Afghanistan, Army educational institutions and schools, as well as capability development and integration centers. He is responsible for managing a staff of more than 500 employees, acts as the program manager for the Training and Doctrine Command civilian intelligence career field personnel, and oversees a budget in excess of \$250 million.



From December 2005 to May 2007, Mr. McFarland was assigned by the Army Chief of Staff to support the establishment and expansion of the Joint Improvised Explosive Device Defeat Organization. He served as a special advisor to the Director and as the Deputy Director for Concepts, Strategy and Intelligence. Mr. McFarland was responsible for designing the Joint Improved Explosive Device Defeat Organization's Counter-Improvised Explosive Device Operational Integration Center (COIC), establishing the law enforcement support program, and overseeing the development of Intelligence, Surveillance, and Reconnaissance capabilities to counter Improvised Explosive Device Threats as well as numerous other initiatives.

PANELISTS

Dr. Ruth Beitler

Professor Ruth Margolies Beitler is a Professor of International Relations and Comparative Politics in the Department of Social Sciences at the United States Military Academy where she serves as course director for Middle East Politics and Cultural Anthropology. She is the Director of the Conflict and Human Security Studies Program. She is author of two books: *The Fight for Legitimacy: Democracy vs. Terrorism* (coauthored) published by Praeger in 2006 and *The Path to Mass Rebellion: An Analysis of Two Intifadas* published by Lexington Press in June, 2004. She is currently working on a new book entitled, *Women's Roles in the Middle East* to be published by Greenwood Press in 2009. Her manuscript (co-authored with Cindy Jebb), entitled, *Egypt as a Failing State: Implications for U.S. National Security* was published as an occasional paper for the Institute for National Security Studies in July 2003.

A graduate of Cornell University with a BA in Near Eastern Studies, Dr. Beitler holds a Master of Arts of Law and Diplomacy from the Fletcher School of Law and Diplomacy, Tufts University, where she also received her Ph.D. in International Relations. She has appeared as a guest commentator on the CBS morning news and MSNBC. She has lived and traveled extensively in the Middle East.

Dr. Reuben Brigety

Reuben E. Brigety, II is the Director of the Sustainable Security Program at American Progress. His work focuses on the role of development assistance in U.S. foreign policy. Dr. Brigety's other areas of expertise are U.S. national security, human rights, and humanitarian affairs. Prior to joining American Progress, he served as a special assistant in the Bureau for Democracy, Conflict, and Humanitarian Assistance at the U.S. Agency for International Development.

Brigety is also on leave as an assistant professor of government and politics at George Mason University. He is the author of *Ethics, Technology and the American Way of War* (Routledge, 2007) and a variety of other articles and book chapters. Before entering academia, Brigety was a researcher with the Arms Division of Human Rights Watch. He served on HRW research missions in Afghanistan in March 2002 and in Iraq in April and May of 2003. He also served as HRW's coordinator for crisis management during the Iraq war and as an HRW delegate to the Convention on Conventional Weapons negotiations in Geneva. Before joining HRW, Brigety was an active duty U.S. naval officer and held several staff positions in the Pentagon and in fleet support units.

Brigety is a Distinguished Midshipman Graduate of the U.S. Naval Academy, where he earned a B.S. in political science (with merit), served as the brigade commander, and received the

Thomas G. Pownall Scholarship. He also holds an M.Phil. and a Ph.D. in international relations from Cambridge University, England. He is a life member of the Council on Foreign Relations, a member of the International Institute for Strategic Studies, and a recipient of the council's prestigious International Affairs Fellowship.

Colonel Dominic Caraccilo

Colonel Dominic J. Caraccilo assumed command of the 3rd Brigade Combat Team (187th Infantry Regiment) on 30 November 2006 and deployed to Southern Baghdad for 14 months. Prior to command he held the position of G3/5/7 for the 101st Airborne Division (Air Assault) serving as the Division Operations Officer for Transformation and the deployment to Multi-National Division-North during Operation Iraqi Freedom from September 2005-September 2006. His next assignment is as the Executive Officer to the Commander of Multi-National Forces-Iraq.

In December 2001 COL Caraccilo assumed command of the newly activated 2nd Battalion (Airborne) 503rd Infantry, 173rd Airborne Brigade, Southern European Task Force in Vicenza, Italy. In January 2003 he deployed the battalion on two back-to-back operational missions; Operation Rapid Guardian in Kosovo and Operation Iraqi Freedom in Northern Iraq. Prior to that, COL Caraccilo served as Special Assistant to the 75th Rangers Regimental Commander and also as the 75th Rangers' Regimental Executive Officer and Regimental Plans Officer. Previous assignments include the Operations Officer (S3) for the 3rd Brigade, 101st Airborne Division (Air Assault) and the Operations Officer (S3) for 3rd Battalion, 187th Infantry Regiment at Fort Campbell, Kentucky

COL Caraccilo attended the US Naval Command and Staff Officer's Course in Newport, RI where he received a MA in National Security and Strategic Studies. Prior assignments include assistant professor at the United States Military Academy and variety of command and staff positions in the Continental United States, Germany, Italy, and the Middle East. COL Caraccilo also has a Master of Engineering from Cornell University in Operations Research and Industrial Engineering. He is the author of a number of books and commercial and professional articles to include *Achieving Victory in Iraq: Countering an Insurgency* (Stackpole 2008).

Dr. Thoric Cederstrom

Dr. Thoric Cederstrom is an expert in Sustainable Agriculture and Food Security in conflict and post-conflict environments. He has broad experience in participatory food security assessments, program design, and monitoring and evaluation, including anthropometric surveys of nutrition. As a child, Dr. Cederstrom grew up on a family dairy farm outside Kansas City, Missouri and from this agricultural upbringing has gone on to work extensively in Mexico, Central and South America, the Middle East, Africa, and Central and South Asia and is fluent in Spanish and Portuguese and conversant in Hebrew and Russian. He is learning Arabic.

He is the Senior Advisor for Food and Agriculture at International Relief and Development (www.ird.org), focusing on securing livelihoods and promoting economic development in conflict/post-conflict environments. Thoric travels the globe conducting needs assessments, meeting with international donors, designing new programs, and providing technical support to IRD's numerous projects. He has published extensively on an array of food security topics related to strengthening the linkages between agriculture and nutrition in areas of high HIV/AIDS. Thoric is also an Adjunct Professor in the Applied Anthropology Program at the University of Maryland-College Park. He is a member of the American Anthropological Association, Society for Applied Anthropology, and the Military Anthropology Network.

Dr. Cederstrom is a 1993 graduate of the anthropology program at the University of Arizona in Tucson. His dissertation research was titled "The Potential Impacts of Migrant Remittances on Agriculture Development in the Mixteca Baja Region of Mexico." He did his Master's and undergraduate degrees in Puebla, Mexico. He has worked in more than 40 countries, including Iraq, Pakistan, Angola, Mozambique, Ethiopia, Sudan, Chad, Senegal, Mauritania, Ghana, Guatemala, Nicaragua, Honduras, Egypt, Jordan, Palestine, and Zambia.

Ms. Sophie Delaunay

Sophie Delaunay became Executive Director of the U.S. section of Doctors Without Borders/Médecins Sans Frontières (MSF) in January 2009.

Delaunay joined MSF-USA in early 2008 as a senior program officer to lead MSF's advocacy efforts in the U.S. Prior to this position, she worked for 12 years with MSF in various capacities, including country administrator in Thailand and Rwanda, head of mission in China and for MSF's North Korea program. From 1995 to 1998, she was the administrative and financial director of Epicentre, MSF's epidemiological research center.

Outside MSF, Delaunay has worked as head of the program department of ESTHER, the French government's funding agency to combat AIDS in 18 developing countries. She holds a master's degree in International Business from the University of Le Havre in France and a master's degree in Political Science from Yonsei University in Seoul, Korea. She has contributed to multiple publications, including a book about North Korean asylum seekers.

Mr. Roland DeMarcellus

Roland de Marcellus is Deputy Director of the Office of Development Finance in the State Department's Bureau of Economic and Business Affairs. The office manages the State Department's interactions with the World Bank and regional development banks and has played the leading role in mobilizing and coordinating post-conflict reconstruction assistance, including for Georgia, Palestinian territories, Lebanon, Iraq, Afghanistan, Haiti, and East Timor. Roland has also served as Director of Southern European and Arabian Affairs in the Office of the U.S. Trade Representative (USTR), where his duties involved trade relations with the European

Union and the Middle East. Prior to that, he served as Assistant Director of the President's Intelligence Oversight Board and as an intelligence analyst at the State Department's Bureau of Intelligence and Research.

Roland is also a Colonel in U.S. Army Reserves. Mobilized soon after 9/11, he commanded the 489th Civil Affairs battalion in Afghanistan, where his teams scattered throughout the country, implementing over 125 humanitarian infrastructure projects. He also served as a mobilized reserve officer assigned to the Office of the High Representative (OHR) in Bosnia, where he was the NGO coordinator in Brcko, Bosnia. He also served as a Civil Affairs officer coordinating humanitarian activities in Safwan, Iraq, during Operation Desert Storm. He previously served on active duty in Germany as an Air Defense Artillery officer. He has an MPA in International Affairs from Princeton University's Woodrow Wilson School, a Masters in Strategic Studies from the US Army War College, and a BA in Mathematics from the University of Pennsylvania.

Ambassador Eugene Dewey

Gene Dewey's public and private career background cuts across several practitioner disciplines: Military; Diplomatic; United Nations; and Nongovernmental Organizations. In January 2002 President Bush appointed Dewey to the post of Assistant Secretary of State, Bureau of Population, Refugees, and Migration. He retired in July 2005 after 43 years of public service. In December 2006 Secretary of State Condoleeza Rice appointed Dewey to his current position as the U.S. representative on the International Independent Group of Eminent Persons dealing with human rights violations in Sri Lanka.

From 1996-2001 Dewey was a consultant with Booz-Allen and Hamilton in civil-military training simulations with the military combatant commands in Latin America, Europe, and Asia. He served two years as Professor in Residence at the U.S. Army Peacekeeping Institute at Carlisle, Pennsylvania. He was Founding Director of the Congressional Hunger Center. Following collapse of the Soviet Union, Dewey was named director of the Office of Emergency Humanitarian Assistance to the former Soviet Union. During the Eighties, he served under President Reagan in the State Department as Deputy Assistant Secretary, Bureau for Refugee Programs. Subsequently he was named a UN Assistant Secretary-General and served four years in Geneva as UN Deputy High Commissioner for Refugees. In his twenty-five years as a military officer, Dewey's assignments ranged from two Vietnam combat aviation assignments – including command of a combat helicopter battalion – to chief of the Army's Political-Military Division in the Pentagon.

Dewey is a graduate of the United States Military Academy at West Point and received his Masters degree from Princeton University. He was selected as a White House Fellow in 1968, and President Nixon appointed him Director of the President's Commission on White House Fellowships in 1971. Dewey was selected as a Senior Military Fellow, Council on Foreign Relations in New York in 1975. In recognition of more than 43 years of extraordinary public

service, the Association of Graduates, U. S. Military Academy, presented Dewey in May 2006 with the West Point Distinguished Graduate Award.

Lieutenant Colonel (P) Kimberly C. Field

Kim Field is an Army Plans, Policy and Strategy Officer and has served in the U.S. Army for 21 years. She joined the S/CRS staff in the summer of 2008 after graduating from the Army War College in Carlisle, PA. Her duties in S/CRS include providing advice and lending assistance to the Coordinator and his interagency staff on DoD matters. She serves as the senior liaison officer between DoD and S/CRS. Through the office of the DASD for Stability Operations, she apprises each agency of pertinent matters, such as office priorities, upcoming meetings and events, S/CRS interaction with DoD organizations, civilian-led planning efforts, and concept development in building civilian capacity.

Prior to attending the War College, Kim's last assignment was Legislative Strategist and Legislative Assistant to the Secretary of the Army. She has also been: Chief of Plans and Strategy at the George C. Marshall European Center; speechwriter for the Commanding General, U.S. Army Forces Command; Chief of Strategy for the Coalition Joint Civil-Military Operations Task Force in Kabul, Afghanistan; and Assistant Professor in the Department of Social Sciences at West Point. Earlier assignments include Military Police platoon leader and company executive officer in Desert Storm-Desert Shield, Military Police Company Commander in Operation Restore Hope in Somalia, and Operations Officer, Law Enforcement Command, 10th Mountain Division.

Kim worked with the State Department in 2000-2001. She received an International Affairs Fellowship with the Council on Foreign Relations and served in the U.S. Mission to the United Nations as a Political Advisor. She has a Bachelor's degree from the United States Military Academy, a Masters Degree from the Fletcher School, and a Master of Strategic Studies from the U.S. Army War College.

Mr. Marc Garlasco

Marc Garlasco, senior military analyst at Human Rights Watch, specializes in battle damage assessment, military operations, and interrogations. Garlasco leads Human Rights Watch's work on civilian military contractors and non-lethal weapons. He has led research teams to Gaza to investigate home demolitions in Rafah, Lebanon to document the use of cluster bombs, and Afghanistan, Iraq, and Georgia to assess the conduct of the war. Garlasco is the co-author of multiple Human Rights Watch reports and has been featured in articles in major American media. Before joining Human Rights Watch, he covered Iraq as a senior intelligence analyst at the Pentagon. Garlasco has a B.A. in government from St. John's University and an M.A. in International Relations from the Elliott School of International Affairs at George Washington University.

Colonel (ret) Robert Gordon

Rob Gordon is currently the Senior Vice President for Civic Leadership and Head of the People and Program Group at City Year, where he oversees the recruitment, selection, education, systematic learning, and training of City Year's 1,500 person youth corps, the continued development of City Year's more than 11,000 alumni as "leaders for life," and the engagement of children and teens in City Year's service and **civic leadership initiatives** in 19 cities across the United States. He also oversees the Departments of Program and Service, Recruitment, Office of the Dean, Human Resources, and the Department of Evaluation.

From 1992 to 1993 Rob served in the White House as the Director of Special Operations for the Office of National Service. In this position he was a member of the President's staff that founded the AmeriCorps program. Before serving in the White House, he was the Special Assistant to the Secretary of Veterans Affairs. As a former Army Colonel and airborne ranger, Rob's 26 year military career included being the aide-de-camp to General Colin Powell, a field commander in artillery, and the Director of American Politics at the United States Military Academy at West Point. He has been twice awarded the Honorable Order of Saint Barbara.

As a social entrepreneur he was a co-founder and the executive director of *Service America*, a program that brought together cadets and AmeriCorps members to serve as tutors, build low income housing, and improve environmental awareness in distressed communities. Rob holds a BS degree from the United States Military Academy, and an MPA in public policy from Princeton University.

2nd Lieutenant Robert Hammond

2LT Robert Hammond is a recent graduate of the United States Military Academy. During his time at the academy, he participated in the Humanitarian and Peacekeeping Operations AIAD in Cambodia as part of West Point's CHSS program. He has branched military intelligence and will be studying at the Johns Hopkins School of Advanced International Studies in Nanjing, China for a Masters in International Studies this fall.

Ambassador John Herbst

Ambassador John Herbst currently serves as the Coordinator for Reconstruction and Stabilization as a career member of the Senior Foreign Service. He holds the rank of Career-Minister. As Coordinator, Ambassador Herbst is leading the development of U.S. Government civilian capacity to promote the stabilization and reconstruction of societies in transition from conflict or civil strife, and to provide support to countries at risk of instability. In 2007, the Ambassador led the government-wide effort to institutionalize the Interagency Management System (IMS), a whole-of-government system for planning and managing crisis response. The Coordinator is overseeing the establishment of the Civilian Response Corps.

In May 2003, Ambassador Herbst was appointed the U.S. Ambassador to Ukraine. During his tenure, he worked to enhance U.S-Ukrainian relations and to help ensure the conduct of a fair Ukrainian presidential election. In Kyiv, he witnessed the Orange Revolution. Prior to that, Ambassador Herbst was the U.S. Ambassador to Uzbekistan, where he played a critical role in the establishment of an American base to help conduct Operation Enduring Freedom in Afghanistan. Mr. Herbst previously served as U.S. Consul General in Jerusalem; Principal Deputy to the Ambassador at Large for the Newly Independent States; the Director of the Office of Independent States and Commonwealth Affairs; Director of Regional Affairs in the Near East Bureau; as political counselor at the U.S. Embassy in Tel Aviv and at the Embassies in Moscow and Saudi Arabia. Both the Presidential Distinguished Service Award and the State Department's Distinguished Honor Award were presented to Mr. Herbst.

He received a Bachelor of Science in Foreign Service from Georgetown University's School of Foreign Service, Phi Beta Kappa, and a Master of Law and Diplomacy, with Distinction, from the Fletcher School. He also attended the Johns Hopkins University School of Advanced International Studies Bologna Center.

Ms. Sarah Holewinski

Sarah Holewinski is the Executive Director of CIVIC (Campaign for Innocent Victims in Conflict), an organization working with warring parties to help civilians they have harmed in combat. She began her career as a member of The White House AIDS policy team throughout President Clinton's second term, later joined West Wing Writers—a firm of former White House speechwriters, and has consulted for Human Rights Watch, and the William J. Clinton Foundation. Sarah has worked in India, Rwanda, and has traveled to conflict and post-conflict zones around the world including Iraq, Afghanistan, Sri Lanka, Nepal and Kosovo. Sarah received her degree in political theory from Georgetown and Masters in security policy from Columbia University. Sarah is a term member of the Council on Foreign Relations.

Colonel Cindy Jebb

Colonel Cindy R. Jebb is Professor and Deputy Head in the Department of Social Sciences. She teaches courses in Comparative Politics, International Security, Cultural Anthropology, and Terrorism and Counterterrorism. Colonel Jebb has served in numerous command and staff positions in the United States and overseas, to include tours with the 1st Armored Division, III Corps, and the National Security Agency. Before reporting to the United States Military Academy, she served as the Deputy Commander of the 704th Military Intelligence Brigade, which supported NSA. During 2000-2001, she served as USMA Fellow at the Naval War College (2000-2001), where she taught the graduate-level course on Strategy and Force Planning, and during 2006-2007, she served as a Visiting Fellow for the Pell Center. She has published several articles and authored/co-authored three books: *Bridging the Gap: Ethnicity, Legitimacy, and*

State Alignment in the International System, (Lexington Publisher) ; *Mapping Macedonia: Idea and Identity*, co-authored with P.H. Liotta (Praeger Publisher); and, *The Fight for Legitimacy: Democracy Versus Terrorism*, co-authored with P.H. Liotta, Thom Sherlock, and Ruth Beitler, (Praeger Security International Publisher). Colonel Jebb received a Ph.D. in Political Science from Duke University in 1997, a MA in Political Science from Duke in 1992, an MA in National Security and Strategic Studies from the Naval War College in 2000, and a BS from the United States Military Academy in 1982.

Mr. Malcolm Johnson

Mr. Mal Johnson is the Deputy Director of the Interagency Coordination Directorate for NORAD – USNORTHCOM with the mission to facilitate the anticipation, integration and synchronization of interagency activities to ensure mutual understanding and unity of effort for Homeland Defense and Defense Support to Civil Authorities. His responsibilities encompass the development of Military-Civil interagency initiatives encompassing international emergency preparedness and response; unity of effort with the interagency community for Homeland Defense and Defense Support of Civil Authorities; collaboration the private sector; and the synchronization of a Joint Interagency Coordination Group during operations.

Mr. Johnson served over 26 years of active military service with assignments alternating between operational field positions and Operations Research and Systems Analysis (ORSA) staff positions. His military experience encompasses all levels up through the service component, joint, and combined environments. He has commanded at the squadron and brigade level. Mr. Johnson was also a Defense Coordination Officer responsible for providing Defense Support to Civil Authorities during a period encompassing the terrorist events of 9/11.

Mr. Michael Khambatta

Michael Khambatta is the Deputy Head of the International Committee of the Red Cross (ICRC) Regional Delegation for the United States and Canada based in Washington, DC. Previously, he served as Deputy Head of Operations for the Middle East and North Africa (2005-2007) at ICRC headquarters in Geneva. In this position, he covered operations in Lebanon, Syria, Jordan, Iran and Kuwait, including the 2006 conflict between Israel and Hezbollah during which he chaired the task force to support the rapid build-up of the ICRC delegation in Lebanon.

His field experience includes Sarajevo (2004-2005) where he was Deputy Head of Delegation and oversaw communications with the media, armed forces, and educational institutions. In Bukavu (2002-2003), he managed ICRC operations for South Kivu, Democratic Republic of Congo, which focused on protecting and assisting the conflict- affected population. In Afghanistan (2000-2001), he served as a protection delegate visiting detainees before assuming management of the Jalalabad office covering eastern Afghanistan. Following the events of Sept 11, 2001, he managed the Peshawar sub-delegation, which had responsibility for the North

West Frontier Province and for supporting the Afghanistan delegation logistically. Mr. Khambatta began his career with the ICRC in Rwanda in 1999 as a detention delegate, where in addition to visiting detainees, he engaged with local authorities on their conditions and treatment. Mr. Khambatta has a Master's Degree from The Fletcher School of Law and Diplomacy at Tufts University.

Mr. Michael Kleinman

Michael is an aid worker, lawyer, and consultant with experience working in Afghanistan, across east and central Africa, and Iraq. From 2004 to 2007 he worked for CARE, first as the organization's Advocacy Advisor in Afghanistan, then covering Sudan, and finally as CARE's Regional Advocacy Advisor for East and Central Africa. He left CARE in early 2007 to take a position with International Relief & Development in Iraq, where he helped manage a USAID-funded employment generational program in Ninewah Province. Prior to going overseas, Michael worked for the Harvard Program on Humanitarian Policy and Conflict Research, providing assistance to the United Nations on the application of International Humanitarian Law to the Israeli-Palestinian Conflict. He is a graduate of Yale College and Harvard Law School.

Colonel Richard Lacquement

Colonel Richard A. Lacquement Jr., U.S. Army, is Director of Military Strategy at the US Army War College. He is an Army Strategist and Field Artillery officer whose assignments have included U.S. Forces Korea, 82nd Airborne Division, 1st Armored Division (to include Desert Storm), 3rd Infantry Division and the 101st Airborne Division (to include Operation Iraqi Freedom). He has also served as a Strategist in the Office of the Deputy Assistant Secretary of Defense for Stability Operations where his duties focused on implementation of DoD Directive 3000.05 ("Military Support to Stability, Security, Transition and Reconstruction Operations"). He has been an Assistant Professor of Social Sciences at the United States Military Academy and a Professor of Strategy and Policy at the U.S. Naval War College. He is a graduate of the United States Military Academy, has a Masters of Arts in National Security and Strategic Studies from the Naval War College, and a Ph.D. in International Relations from Princeton University. His areas of expertise include professional military education, doctrine, interagency operations, and counterinsurgency. He was the lead author for Chapter 2, "Unity of Effort," in the U.S. Army and Marine Corps FM 3-24, *Counterinsurgency*. He is the author of the book *Shaping American Military Capabilities After the Cold War* (Praeger, 2003) as well as several articles and book chapters on defense transformation and stability operations.

Ms. Clare Lockhart

Clare Lockhart is co-founder and director of the Institute for State Effectiveness, established in 2005 to discover and share approaches to institution building and state building. In this

capacity, she and her colleagues advise Governments, leaders and international organizations on approaches to designing and implementing transformation of institutions from instability to stability. Together with Ashraf Ghani, she published "Fixing Failed States" (Oxford University Press, May 2008) to present an integrated framework for state-building as a method to approach stabilization, reconstruction and institution-building. The Institute is currently creating a set of manuals and guides on how to read context and build each function of the state (for Afghanistan specifically as well as a generic version), an index to measure state functionality, and is guiding leaders and managers, and their international partners, craft approaches to transition in a range of countries from Haiti, Southern Sudan and Somalia to Nepal, Kosovo and Afghanistan.

Clare has recently been called to serve on General Petraeus' Review of the CENTCOM area, and her advice is being sought from the executive and legislative branches of the US Government and other allied governments. From 2001 through 2005, she lived and worked in Afghanistan, first as lawyer on the UN team designing and negotiating the Bonn Agreement (in New York, Bonn and Kabul). She then moved to Afghanistan to work with the core UN team to establish the UN role, help set up the Afghan Cabinet and design its first series of initiatives. She was then seconded to the Afghan Government to establish the AACA and the Afghan budget, Afghanistan Development Forum, National Development Framework, a series of national programs across the economic and security nexus, including National Solidarity Program, and a coordination mechanism for partnership between the Afghan Government and international partners. In this role she worked closely with a team of Afghan leaders and managers, the UN and the diplomatic community. In 2006-7 she returned to Afghanistan as Adviser to General Richards, Commander of ISAF/ NATO.

Mr. Michael Lund

Since the pathbreaking book, Preventing Violent Conflicts (United States Institute of Peace Press, 1996), used in university courses, Lund's extensive work for a wide range of U.S. and international governmental and non-governmental agencies has established him as one of the leading world specialist on early warning and conflict prevention overall, defined as averting the initial outbreak of intra-state violent conflicts. His work over fifteen years has helped to put conflict prevention on the policy map; prompted governments to adopt it as official policy; given prevention a concrete, operational meaning in terms of policy instruments and implementation mechanisms; and documented empirically its successes and failures.

A distinctive mark of Lund's work is its bridging of the gap between theory and practice: the world of academic social science and policy research and that of practical policymaking and program implementation. For example, in 2008, Lund led a seven-person U.S./Filipino team in Mindanao, southern Philippines in evaluating the effectiveness of USAID's assistance programs in mitigating the sources of the Moros insurgency (MILF) and Abu Sayyaf Islamist terrorist group; produced, as a member of the CIA-sponsored Political Instability Task Force, a research study of the triggers of political instability; conducted a survey of "What Questions Do Conflict

Prevention Decision Makers Want Answered From Researchers?"; trained development and humanitarian program managers in northern Kenya in conflict analysis and conflict-sensitive program design.

Dr. Peter Mansoor

Dr. Peter Mansoor, Colonel, U.S. Army (Retired), is the General Raymond Mason Chair of Military History at the Ohio State University. He assumed this position in September 2008 after a 26 year career in the U.S. Army.

A 1982 distinguished graduate of the United States Military Academy, Colonel Mansoor served in a variety of command and staff positions in the United States, Europe, and the Middle East during his military career. After relinquishing command, Colonel Mansoor resided at the Council on Foreign Relations in New York as a senior military fellow. He then served as the founding director of the U.S. Army/Marine Corps Counterinsurgency Center at Fort Leavenworth, Kansas and also served on the Joint Chiefs of Staff Council of Colonels that reexamined the strategy for the war in Iraq.

Dr. Mansoor holds a Masters and PhD in military history from the Ohio State University, a Masters in Strategic Studies from the Army War College, and a Bachelor of Science degree from the United States Military Academy. He is a lifetime member of the Council on Foreign Relations, the Veterans of Foreign Wars, the American Legion, Phi Kappa Phi, and Phi Alpha Theta.

Mr. John Marks

John Marks is President and founder of Search for Common Ground, an international conflict prevention NGO headquartered in Washington and Brussels, with offices in 18 countries. He also founded and heads Common Ground Productions, which produces radio and television programming around the world to help prevent and transform conflict. He wrote and produced The Shape of the Future series of TV documentaries, which was aired simultaneously on Israeli, Palestinian, and Arab satellite television - something that had never been done before. He is a best-selling, award-winning author and in 2006 was awarded a Skoll Fellowship for Social Entrepreneurship.

Ms. Donna McAleer

Donna McAleer's professional career includes a variety of roles in public, private and not-for-profit corporations. She recently completed *Porcelain on Steel: Women of West Point Long Gray Line*, a compelling and cleverly crafted collection of biographies of West Point female graduates which will be published in 2010. Donna graduated West Point in 1987 and served in

Germany. Donna left the military to pursue an MBA at the Darden Graduate School of the University of Virginia.

She began her professional career with the Novations Consulting Group, later moving to Mercer Consulting Group. Donna then became a Vice President of Global Logistics and Support Services at GenRad. While at GenRad, Donna was responsible for the development and implementation of a global logistics and customer support strategy. In February 2000, she resigned her position at GenRad and moved to Park City, Utah, to begin an intensive training regimen. For the better part of two years, she committed herself to represent the United States in the 2002 Winter Olympic Games in the medal debut of Women's Bobsled. Donna then became the Executive Director of the People's Health Clinic, a non-profit organization based in Park City, Utah. In this capacity she led strategic business model transition and financial turnaround to create financial stability for this organization's commitment to providing quality medical and healthcare for the uninsured.

Donna helped to initiate the incorporation of *Journey's within Our Community*, a nonprofit to assist a school and orphanage in Siem Reap, Cambodia. She serves on their board of directors. She also serves on the Board of Directors for several not-for-profit organizations including: Professional Ski Instructors of America – Intermountain Division, West Point Association of Graduates, and West-Point.org.

Major General Gregg Martin

Major General Gregg F. Martin has been the Commanding General, U.S. Army Maneuver Support Center and Fort Leonard Wood, since October 9, 2008. During the previous year, he served as the Commandant of the U.S. Army Engineer School and Regiment, and DCG of MANSCEN for Concepts, Doctrine and Organizations. Prior to his arrival at Fort Leonard Wood, General Martin served as the Commander and Division Engineer of the U.S. Army Corps of Engineers, Northwestern Division in Portland, OR, from July 2005 through October 2007; he was also a member of the Mississippi River Commission.

General Martin graduated from the U.S. Military Academy with a bachelor's degree and was commissioned in 1979 into the Army Corps of Engineers. He subsequently earned master's degrees in civil engineering and technology policy, as well as a Ph.D. in engineering management and public policy from MIT. He also graduated from the Naval and Army War Colleges, holding master's degrees in strategic studies from both.

Critical troop leadership positions include: Commanding the 130th Engineer Brigade and serving as the V Corps Engineer in Europe and the Middle East from June 2002 to July 2004. During the first year of Operation Iraqi Freedom in 2003-2004, he commanded an expanded brigade that conducted full spectrum operations across Iraq. Other commands include the 5th Engineer Battalion at Fort Leonard Wood, MO; and B Company, 79th Engineer Battalion in Karlsruhe, Germany. As a lieutenant, he was a Platoon Leader and Company Executive Officer

with the 94th Engineer Battalion in Darmstadt, Germany. Staff assignments include positions in U.S. Army Europe, Germany, Honduras, and Fort Lewis, WA. Leader Development and Education assignments include: Director of Senior Command and Leadership at the Army War College at Carlisle Barracks, PA; and Assistant Professor in the Department of Social Sciences, as well as Recruiting/Admissions Officer at the U.S. Military Academy.

Major Angelica Martinez

MAJ Angelica R. Martinez teaches International Relations in the Department of Social Sciences at West Point. She received her commission in the US Army in 2000 after attending Virginia Military Institute where she earned a BA in International Studies.

From 2000-2004 she served in the 3D Corps Support Command in Mannheim, Germany and deployed to the Balkans in support of peacekeeping operations, to Poland in support of NATO exercises, and to Iraq in support of Operation Iraqi Freedom. After completing the Captain's Career Course she was assigned to Fort Irwin, California where she commanded the 699th Maintenance Company and deployed again in support of Operation Iraqi Freedom.

In 2008 she earned a MA in International Relations from the Fletcher School of Law and Diplomacy. Prior to reporting to West Point to teach International Relations, she took seven cadets to Cape Coast, Ghana to work for a small NGO called Women in Progress. Next year she will teach a course entitled, "Winning the Peace". She is married to Captain Timothy Joyce, USMC.

Colonel Michael Meese

Colonel Michael J. Meese is a Professor, U.S. Military Academy, and Head of the Department of Social Sciences at West Point. He teaches economics and national security courses and leads the 70 military and civilian faculty members in the Department and the Combating Terrorism Center who teach political science, economics, and terrorism-related courses. From June to September 2007, he worked as a senior advisor to the Commander of Multinational Force-Iraq as the Chief of his Initiatives Group to assist in General Petraeus's assessment, recommendations, and testimony concerning Iraq. From January-March 2007, he assisted with the development of Iraq campaign plan, concentrating on economic and political issues. Colonel Meese has written extensively on defense economics, terrorism, and national security issues. He also serves on the Defense Science Board Panel on Improvised Explosive Devices. He is a field artillery officer with previous assignments with the 101st Airborne Division in Mosul, Iraq, with the Stabilization Force Headquarters in Bosnia-Herzegovina conducting peacekeeping and counterterrorism operations, and with other units in Germany and the United States. He is a graduate of the National War College, Command and General Staff College, U.S. Military Academy, and holds a Ph.D., MPA and an M.A. from Princeton University.

Mr. Robert Perito

Robert M. Perito is a senior program officer in the Center for Post-Conflict Peace and Stability Operations. He is the coordinator of the Peacekeeping Lessons Learned Project and the Haiti Working Group. He came to USIP in 2001 as a senior fellow in the Jennings Randolph Fellowship program. Before joining the Institute, Perito was a Foreign Service officer with the U.S. Department of State, retiring with the rank of minister-counselor. He served as deputy executive secretary of the National Security Council (1988-1989). He was a congressional fellow in 1980. Perito received a Presidential Meritorious Service Award in 1990 for leading the U.S. delegation in the Angola peace talks.

Perito served as deputy director of the International Criminal Investigative Training Assistance Program at the U.S. Department of Justice, which trained police in international peace operations. He was a Peace Corps volunteer and served as a rural development officer in Nigeria.

Perito has taught at Princeton, American and George Mason universities. He holds a B.A. in international relations from Denver University and an M.A. in peace operations policy from George Mason University.

Colonel Jeffrey Peterson

COL Jeffrey D. Peterson is an Academy Professor of Economics in the Department of Social Sciences at the United States Military Academy and responsible for West Point's Economics program. He was commissioned into the Army from West Point in 1987 as an Armor officer with a BS in Civil Engineering. As an armor officer, he served in a variety of leadership and staff positions in the United States, Korea, Cuba, and the Middle East. Most recently, he served as the commander for a cavalry squadron based at Ft. Lewis, WA. While in command, the squadron deployed to Baghdad, Iraq and conducted counterinsurgency operations from July 2006 to September 2007 during the height of sectarian violence in Baghdad and the beginning of the "surge." His experience in using economics as part of an overall plan to establish stability in his area of responsibility motivated his desire to research the military's role in economic development in a post-conflict environment and the importance of economics as a component of successful counterinsurgency operations. He holds an MBA from the MIT Sloan School of Management and a PhD in Policy Analysis from the Pardee RAND Graduate School. He has contributed to various RAND publications concerning military leader development for the contemporary operating environment, the applications of networked capabilities in low-intensity contingency operations, and the effects of personnel stabilization on unit performance.

Colonel Maritza Ryan

Colonel Maritza Ryan was born in Manhattan, New York. Upon graduating from the United States Military Academy at West Point in 1982, she was commissioned as a Lieutenant in the Field Artillery. During her tour with the 1st Armored Division, Zirndorf, Germany, she was selected for the Judge Advocate General's Funded Legal Education Program. Colonel Ryan returned stateside to attend Vanderbilt University Law School and received her Juris Doctorate, Order of the Coif, in 1988.

Colonel Ryan's initial tour as a Judge Advocate was at Fort Sill, Oklahoma, where she served as Senior Trial Counsel (Prosecutor). In 1990, she deployed to Operation Desert Shield/Desert Storm as a Brigade Legal Counsel, returning to Fort Sill to be the Senior Defense Counsel. Other assignments include Assistant Professor, Department of Law, West Point; Chief of Military Justice and Officer-in-Charge, Fort Shafter Branch Office, 25th Infantry Division (Light), Hawaii; Deputy Staff Judge Advocate for the Army Medical Department Center and School, Ft. Sam Houston, Texas; and Academy Professor and Deputy Head, Department of Law, West Point. Colonel Ryan became the Professor and Head of the department in September, 2006.

Colonel Ryan, a member of the New York State Bar, holds a Master of Laws in Military Law from the Army Judge Advocate General's School, a Master of Arts in National Security and Strategic Studies from the Naval War College, and has published and presented in the areas of Law and Leadership, the Law of Armed Conflict, and Military Justice. She is married to fellow West Point graduate and classmate, Robert E. Ryan, Jr., U.S. Army (Retired), with whom she has two children, Alexander, 19, and Andrew, 15.