

NATIONAL SECURITY AFFAIRS (NSA) FACULTY

Dr. David A. Cooper serves as Professor and Chair of the Department of National Security Affairs. His areas of scholarly and professional expertise include nonproliferation and disarmament, weapons of mass destruction, multilateral negotiations and organizations, international relations, and foreign policy analysis. A scholar-practitioner, he served for nearly two decades on the professional staff within the Office of the Secretary of Defense (OSD) where he held career rank in the Senior Executive Service (SES). His last SES assignment was with the then nascent U.S. Africa Command (AFRICOM), where he established and led a joint directorate (J-9) responsible for partnership and strategic communication. Prior to that he was the Principal Director for Homeland Security Integration, managing strategic planning and coordination of the Defense Department's various homeland security missions. Before that he served as the Director of the Office of Nonproliferation Policy, overseeing efforts to prevent the spread of weapons of mass destruction. In this capacity he also led the U.S. Delegation to the Proliferation Security Initiative (PSI) Operational Experts Group and served as the U.S. Representative to the United Nations Panel of Governmental Experts on Missiles. Previously he was the Director of the Office of Strategic Arms Control Policy, managing the negotiation and implementation of various nuclear treaties. He first came to the Pentagon in 1990 as a Presidential Management Fellow. He has a PhD in Political Science and International Relations from The Australian National University, a Master of International Affairs from Columbia University, and is a graduate of Oberlin College. He is the author of a book and various chapters and articles in journals such as *Foreign Policy Analysis*, *The Nonproliferation Review*, and the *Journal of Diplomacy and International Relations*. He is a member of the International Institute of Strategic Studies and a number of other scholarly and professional organizations. He has held previous academic affiliations with National Defense University, American University, and Georgetown University.

Lieutenant Colonel William A. Adler, U.S. Army, joined National Security Affairs Department in 2016. He is a graduate of University of Massachusetts with a BA in Political Science. He was commissioned as an Infantry Officer through OCS in 1996. His assignments include service in Germany, Washington, Texas, Georgia, and California. He has operational and combat deployments to Bosnia, Kosovo, Iraq, and Afghanistan. His most recent assignment was as a Combined Arms Battalion Commander with the 1st Armored Division in Fort Bliss, Texas. He received his Master's in Military Arts and Science (History) through the Command and General Staff College at Fort Leavenworth in 2008.

Dr. Hayat Alvi teaches the Policy Analysis and Security Strategies sub-courses. Dr. Alvi is a member of the Greater Middle East Regional Studies program at the Naval War College, the Navy Language Action Panel (NLAP), and Languages, Regional Expertise, Cultural Awareness (LREC). She has served as the Director of International Studies at Arcadia University in Glenside, PA. Prof. Alvi also taught Political Science at the American University in Cairo, Egypt, for four years. Her specializations include International Relations, Political Economy, Comparative Politics, Islamic Studies, and Middle East and South Asian Studies. She is proficient in Arabic and Urdu. Her publications include numerous journal articles and these books: *Regional Integration in the Middle East: An Analysis of Inter-Arab Cooperation* (Edwin Mellen Press, 2007). *An Introduction to International Studies: Exploring Frontiers* (Linus Publications, 2006). She is the co-editor of *Case Studies in Policy Making*, 12th edition (Naval

War College). Her upcoming book is *Nonviolent Activism in Islam: The Message of Abul Kalam Azad* (Edwin Mellen Press), and a book about Tunisia's 2011 Jasmine Revolution.

Colonel Brett Bartholomaus, U.S. Marine Corps, graduated from Iowa State University and was commissioned in the United States Marine Corps in 1987. He served as a CH-46 helicopter pilot at stations in Kaneohe Bay, Hawaii, Jacksonville, North Carolina, and San Diego, California. He has deployed to Okinawa, Japan, Iraq, and with Marine Expeditionary Units in the Atlantic Ocean, Mediterranean Sea, Pacific Ocean, Indian Ocean, and the Arabian Sea. He has 3,500 flight hours. He has served in several billets to include Instructor Pilot, Aviation Safety Officer, Operations Officer, Executive Officer, Company Commander, Forward Air Controller, Aviation Combat Element Commander, and Deputy Commander. He served on several staffs to include Pacific Fleet Pearl Harbor, Headquarters Marine Corps Aviation, and Joint Task Force North. He graduated from the Naval War College with a Master of Arts in National Security and Strategic Studies in 2010. Prior to his assignment in the National Security Affairs at the Naval War College, he served as the Deputy Commander of Joint Task Force North in El Paso, Texas.

Dr. Jessica Blankshain is an assistant professor of National Security Affairs. She joined the department in July 2014 and teaches the Policy Analysis (NSDM) and Leadership Concepts (TSDM) sub-courses. Dr. Blankshain received her Ph.D. in Political Economy & Government from Harvard University in 2014. She is a former Graduate Fellow with the Rumsfeld Foundation and a former Research Fellow with the International Security Program at the Harvard Kennedy School's Belfer Center for Science and International Affairs. Dr. Blankshain's research interests include civil-military relations, bureaucratic politics, and organizational economics. She has taught a Harvard College undergraduate course on the Economics of National Security and was the Senior Resident Tutor at Mather House, one of Harvard's twelve undergraduate houses. Dr. Blankshain graduated from Princeton University with a B.S.E. in Operations Research and Financial Engineering, where she also received a certificate in Public Policy from the Woodrow Wilson School. After completing her undergraduate degree, she spent two years as an Associate Consultant in the Chicago office of the Boston Consulting Group.

Dr. David T. Burbach teaches the Security Strategies sub-course. Dr. Burbach received a B.A. in Government from Pomona College, and earned a Ph.D. in Political Science from the Massachusetts Institute of Technology in 2004. Before coming to Newport, Dr. Burbach was a Visiting Scholar at MIT's Security Studies Program, then spent two years on the faculty of the U.S. Army's School of Advanced Military Studies in Leavenworth, KS. He has also served as a defense policy analyst for the RAND Corporation, and as a technology consultant to several private-sector firms. Dr. Burbach has written on the politics of American national security policy, particularly on the relationship between Presidential decision-making and public opinion. His other areas of expertise include nuclear strategy and arms control, European regional security, energy and environmental policy, and force planning.

Commander Andrea H. Cameron, U.S. Navy, is a Permanent Military Professor teaching the Policy Analysis sub-course. She received her commission through NROTC at Marquette University. As a Surface Warfare Officer, CDR Cameron completed tours onboard USS Saipan (LHA 2), USS Theodore Roosevelt (CVN 71), and the Expeditionary Warfare Training Group, Atlantic, prior to laterally transferring to the Human Resources community. In the HR

community, she held the positions of Executive Assistant/Admin Officer at NAS Fallon, Training Officer onboard the USS John C. Stennis (CVN 74), Deputy Director of Personnel at the Naval War College, and Director of Academic Programs at the Naval Postgraduate School. CDR Cameron also volunteered as an individual augmentee to an Embedded Training Team for the Afghanistan National Army. Over her career, she has participated in Operation Noble Anvil/Allied Force in Kosovo, Operation Southern Watch, Operation Enduring Freedom, and Operation Iraqi Freedom. CDR Cameron is currently completing a Ph.D. in Security Studies from the Naval Postgraduate School with research in civil-military engagement during humanitarian assistance/disaster relief. In 2011, she also completed a Doctorate Degree in Educational Technology from Pepperdine University with research about the Apple iPad in the academic environment. She also holds a B.A. degree in Political Science, a M.A. in Human Resource Development from The George Washington University, and a M.S. in Military Operational Art and Science from the Air Command and Staff College.

Lieutenant Colonel Chad Christman, U.S. Army, joined National Security Affairs Department in 2015. He is a graduate of North Dakota State University, and was commissioned as an Infantry Officer in 1994. His assignments include tours in Tennessee, Georgia, Colorado, Germany, California, Washington and Louisiana. He has served in Iraq and Afghanistan. His last assignment was at the Joint Readiness Training Center in Fort Polk as an Infantry Battalion Task Force Senior OCT. He earned a master's degree from Troy University in 2005.

Ambassador John A. Cloud teaches in the Policy Analysis sub-course. Ambassador Cloud recently retired after almost 32 years in the U.S. Foreign Service. He came to the Naval War College as the Department of State Senior Advisor. He has taught in all three sub-courses. Prior to coming to the Naval War College, Ambassador Cloud was the U.S. Ambassador to the Republic of Lithuania. He previously served as the Deputy Chief of Mission at the U.S. Embassy in Berlin and the Charge d'Affaires ad interim at Embassy Berlin. He served as Special Assistant to the President and Senior Director for International Economic Affairs on the National Security Council staff from 2001-2003. Ambassador Cloud was Deputy Chief of Mission at the U.S. Mission to the European Union from 1999-2002 and from 1996-1999 served as Deputy Chief of Mission at the American Embassy in Warsaw, Poland. Ambassador Cloud had earlier assignments in the State Department, Bonn, Mexico City and Warsaw.

Dr. Lindsay P. Cohn joined the National Security Affairs Department, where she teaches Policy Analysis and Strategy, in July 2014. Prior to coming to the Naval War College she was an Assistant Professor of Political Science and Co-Director of the Center for International Peace and Security Studies at the University of Northern Iowa, and worked as an advisor to the Deputy Assistant Secretary of Defense for Special Operations and Combating Terrorism (OSD(P)/SOLIC/SOCT) as a Council on Foreign Relations International Affairs Fellow. Her research and publications deal primarily with military organizations, asymmetric conflict, international law of war/military law, and civil-military relations. She has held policy and research fellowships from Harvard University's Olin Institute for Strategic Studies, the Center for Transatlantic Relations, Johns Hopkins School of Advanced International Studies, the *Stiftung Wissenschaft und Politik* in Berlin, the Free University, Berlin, and the Alexander von Humboldt Foundation. She is an alumna of Columbia University's Summer Workshop on the Analysis of Military Operations and Strategy (SWAMOS), a member of the Council of the Inter-University Seminar on Armed Forces and Society, and on the board of the American Political

Science Association's International Security and Arms Control section. Dr. Cohn has been invited to speak on issues of civil-military relations, military manpower, and military law at the University of Wisconsin, Madison, the *Bundeswehr* University, Munich, the Center for War Studies at the University of Southern Denmark, the *Centre d'Études et des Recherches Internationales*, Paris, the Watson Institute of Brown University, and the U.S. Military Academy at West Point. She has taught International Relations, International Security, Terrorism and Insurgency, U.S. Foreign Policy, Politics of the Middle East, Civil-Military Relations, and International Law and Politics. Dr. Cohn has received the Commander's Award for Public Service from the Department of the Army, for her work with UNI ROTC cadets preparing to deploy to Afghanistan, and the Award for Outstanding Achievement from the Office of the Secretary of Defense, for her work on Building Partner Capacity programs at SOLIC/SOCT. She received her BA in Political Science and Medieval History (with a concentration in Germanic Linguistics), and her PhD in Political Science (International Relations and Political Theory) from Duke University. Dr. Cohn lived in Germany for six years, and spent significant time doing research in France, the Netherlands, the UK, and Ireland. She is fluent in German and reads French, Dutch, Norwegian/Swedish, and Irish.

Professor James Cook is a professor of national security affairs and the Director for the TSDM and NSDM Final Exercises. He specializes in Strategy, Force Planning and the Middle East. A recently retired Army Air Defense Artillery officer, Professor Cook is a 1985 graduate of the United States Military Academy, West Point, New York, and a 2000 distinguished graduate of the Naval War College (College of Naval Command and Staff). He has served in a variety of command and staff assignments in Army tactical units located within the United States and Germany. Professor Cook served on the Army staff (G-8, Force Development) as the Theater Air and Missile Defense Systems Integrator, and was the Air Defense Artillery Colonels Assignment Officer at the U.S. Army Human Resources Command. He was appointed as the U.S. Army exchange officer at the United Kingdom's Joint Services Command and Staff College where he received an M.A. in Defense Studies from King's College London. Professor Cook also served as the Chief, Air and Missile Defense and Deputy G3 for the 10th Mountain Division, Fort Drum, New York, that included a deployment as the Deputy CJ3, CJTF-76, Operation Enduring Freedom, Afghanistan. He is an active participant in the Naval War College's International Engagement program where he lectures on strategy and international security matters. Most recently, he deployed to Afghanistan and served on the Regional Command-South staff from March to May 2011.

Captain Anthony Cowden, U.S. Navy, joined the National Security Affairs Department in September 2014. He was commissioned in 1984 through the University of Michigan Naval ROTC program. His initial assignment was to *USS MacDonough* (DDG-39), and in 1987 he reported to *USS Moosbrugger* (DD-980). In 1989 he left active duty and affiliated with the Navy Reserve. As a reservist he has commanded NR FFG Support Unit 101 and served as OIC of NR USFF Joint Task Force 700. Past non-command assignments were with Reserve units that supported *USS Miller* (FF-1091), *USS Affray* (MSO-511), *USS Clark* (FFG-11), Space and Naval Warfare Systems Command, Afloat Training Group Atlantic, OPNAV, Naval Warfare Development Command, U.S. Forces Korea, and SEVENTH Fleet. While serving in the OPNAV Navy Command Center Unit, Captain Cowden was recalled to active duty in November 2001 for two years to serve as Navy Liaison to the Joint Staff and Battle Watch Captain, Navy Operations Center, in support of *Operations Noble Eagle, Enduring Freedom, and Iraqi*

Freedom. In April 2009 Captain Cowden returned to the active duty component and was assigned to be Chief, Naval Forces Division, U.S. Military Training Mission, Riyadh, Kingdom of Saudi Arabia. Since then he attended the Naval War College as a student in the College of Naval Warfare and as a Gravely Scholar, and served as Assistant and then Deputy Chief of Staff for Theater Security Cooperation, COMSEVENTHFLT. Captain Cowden earned a BA from the University of Michigan in history, an MS degree from the University of New Haven in computer science, an MA degree from the Naval War College in National Security and Strategic Studies, and is the author of *The Naval Institute Almanac of the U.S. Navy* (Naval Institute Press, 2004).

Lieutenant Colonel Christopher Cunniff, U.S. Air Force, joined the National Security Affairs Department teaching in the Policy sub-course in July 2015. He earned a B.S. in International Affairs from Georgia Tech in 1997, a Master of Arts in Business Administration from Grantham University in 2007, and a Master of Military Operational Art and Science from Air University in 2010. He joined the Air Force in 1997 through the ROTC program. Lt Col Cunniff is a senior pilot with over 2,600 hours flying C-141 and C-17 cargo aircraft. He has flown combat and combat support sorties in support of Operations JOINT GUARDIAN, SOUTHERN WATCH, ENDURING FREEDOM and IRAQI FREEDOM. He has served on the staff with Air Mobility Command as a C-17 Courseware Director and Simulator Certification pilot and with the Air Staff as the branch chief for the Air Force's International Affairs Specialist program. Prior to his arrival at the Naval War College, Lt Col Cunniff commanded the 725th Air Mobility Squadron, Naval Station Rota, Spain where he was responsible for the execution of en route maintenance, aerial port, and command and control functions supporting United States Transportation Command's Defense Transportation System.

Professor Roger H. Ducey joined the NSA faculty in 2002 teaching the Policy course and serving as the senior Air Force advisor to the Naval War College. He retired after almost 30 years of service at the end of 2006. Since then he has taught in the JMO Department and currently teaches NSA's Leadership Concepts sub-courses. Just prior to coming to the Naval War College, he commanded the 319th Air Expeditionary Group (Provisional) deployed to Shaikh Isa Air Base, Bahrain in support of Operation ENDURING FREEDOM from October 2001 to March 2002 while serving as the 319th Support Group Commander at Grand Forks Air Force Base, North Dakota. He began his military career as a missile launch officer, attended undergraduate pilot training, and flew KC-135A, R, R/T, and EC-135 aircraft. He served as operations officer and commander of the 99th Air Refueling Squadron, deputy commander, 19th Operations Group, and commanded deployments in support of Operations RESTORE HOPE, RESTORE DEMOCRACY, DELIBERATE FORCE, and DENY FLIGHT. He served in various staff positions at Headquarters, Strategic Air Command and served as Deputy Chief, Aircrew Operations and Training Division, Headquarters, Air Mobility Command. He holds a Bachelors of Business Administration Degree in International Finance from the University of Miami and Masters Degrees in Aviation Management from Embry-Riddle Aeronautical University and in National Security and Strategic Studies from the U.S. Naval War College.

Dr. Thomas Fedyszyn has been a member of the U.S. Naval War College's Naval Security Affairs faculty since 2000 and serves as the College Director of the Europe-Russia Studies Group. He received a Ph.D. from the Johns Hopkins University in Political Science while on active duty. His 31-year naval career included military assignments as the U.S. Naval Attaché to Russia and two tours at NATO Headquarters in Brussels. He commanded the USS Normandy

(CG 60) and USS William V. Pratt (DDG 44) and deployed them to the Mediterranean, Baltic and Norwegian Seas. He was a principal contributor to both the Lehman-era Maritime Strategy and NATO's Strategic Concept (1991) following the Cold War. As a leader within NATO's Partnership for Peace Consortium, he is responsible for the Defense Education Enhancement Program (DEEP) in Azerbaijan. He has developed recognized expertise and has published widely in maritime strategy, NATO strategy and the Russian Navy. Published articles since January 2014 are, "The Russian Navy 'Rebalances' to the Mediterranean" and "The Putin-Roosevelt Connection" (U.S. Naval Institute *Proceedings*) and "Russia's Navy Rising," "France's Mighty Mistral to Russia," and "Everything you need to know about the New Security Strategy" (*The National Interest*).

Dr. Nikolas Gvosdev is the Course Director for the Policy Analysis sub-course. He was previously the Editor-in-Chief of the bi-monthly foreign policy journal, *The National Interest*. He started as executive editor of the magazine in 2001 and became editor in 2005. (He remains a contributing editor at *The National Interest*.) He was also a senior fellow for strategic studies at The Nixon Center, a Washington, DC think-tank. He received his Ph.D. as a Rhodes Scholar at St Antony's College, Oxford. He also holds masters' degrees from Oxford (in Russian and East European affairs) and Georgetown University (in international affairs). He writes widely as a specialist on U.S. foreign policy as well as international politics, especially as they affect Russia and its neighbors in the Eurasian space and the Greater Middle East. He also focuses on the interrelationship of politics, history, religion and culture. Prior to coming to *The National Interest*, he taught at Baylor University and was associate director of the Institute for Church-State Studies. He has also been an Adjunct Professor at Georgetown University and George Washington University in Washington, D.C and a visiting professor at Brown University. He is the author or editor of a number of books, including *Russian Foreign Policy: Interests, Vectors and Sectors*; *The Receding Shadow of the Prophet: The Rise and Fall of Political Islam*; and *Russia in the National Interest*. He is a weekly columnist for *World Politics Review* and a contributor to *Ethics and International Affairs*.

Lieutenant Colonel Jamison R. Hines, U.S. Army, joined the National Security Affairs Department in August 2014. He is a 1996 graduate of St. Bonaventure University with a degree in Political Science. He received his commission as an Infantry officer through Army ROTC as a Distinguished Graduate. After graduation from the U.S. Army Ranger School, his assignments included tours in the 82nd ABN Division, the 101st ABN Division (AASLT), and as Assistant Professor of Military Science at The Citadel. In 2006, LTC Hines became a Strategic Intelligence Officer (FA 34). LTC Hines earned his Masters of Science in Strategic Intelligence from the National Defense Intelligence College in Washington DC. His Strategic Intelligence tours include USTRANSCOM where he was the Americas Branch Chief and the PACOM Branch Chief as well as JFCC Global Strike at USSTRATCOM where he was the CENTCOM Targets Division Chief. He is a graduate of the Combined Arms and Services Staff School, ILE Common Core, the Post Graduate Intelligence Program, the Joint Combined Warfighting School (JPME II), the Defense Strategy Course, and the Theatre Nuclear Operations Course.

Dr. David P. Houghton recently joined the department and teaches the Leadership Concepts module of the intermediate-level Theater Security Decision Making (TSDM) course and the Policy Analysis module of the senior-level National Security Decision Making (NSDM) course. He comes to us from King's College London where he was a Senior Lecturer in Defence Studies

and holds a Ph.D. in political science from University of Pittsburgh. A highly accomplished scholar in the fields of foreign policy analysis, leadership theory, and security studies, he is the author of six books (including the award winning U.S. Foreign Policy and the Iran Hostage Crisis from Cambridge University Press) and over twenty five scholarly articles and chapters. He has held a number of prior academic posts including as Director of the MA program in international relations at University of Essex and as a visiting scholar at the Mershon Center for International Security Studies.

Dr. Christopher Jaspardo is an Associate Professor of National Security Affairs and Director of the Africa Regional Study Group at the U.S. Naval War College where he specializes in African and Asian transnational and environmental security issues, terrorism, and cultural property protection. Prior to joining NWC in 2008 he held positions at the U.S. Marine Corps Command and Staff College and Asia-Pacific Center for Security Studies (DoD Regional Security Assistance Center – Pacific Command). He has also taught cultural geography at Framingham State University, Hawaii Pacific University, and the University of Kentucky as well as archaeological field methods for Harvard University and has extensive experience as a cultural resource management field archaeologist and crew chief. Dr. Jaspardo has worked as a town planning advisor, transportation planner, rural development policy analyst and cartographer and served as a U.S. Naval Reserve officer (assigned to Office of Naval Intelligence, Naval Criminal Investigative Service, Joint Intelligence Center Pacific, and VAW-77). He was also a geographer for the Virginia Medical Reserve Corps from 2006 to 2008 and served as a Division Marine Safety staff officer for the U.S. Coast Guard Auxiliary from 2009 to 2010 and as Deputy Director for International Affairs from 2010 to 2012. He is a member of the U.S. Attorney (Rhode Island) Anti-Terrorism Advisory Council and the Combatant Commanders Historical and Cultural Advisory Group. Dr. Jaspardo earned a Ph.D. in geography and a Graduate Certificate in Transportation Management from the University of Kentucky. He also holds a M.A. in geography from the University of North Carolina-Chapel Hill and a B.A. in anthropology and geography from the University of Vermont.

Commander Joseph P. Johnson, U.S. Navy, joined the National Security Affairs Department teaching in the Policy sub-course in 2016. He graduated from the U.S. Naval Academy in 1997 with a Bachelor of Science in Political Science. His operational experience was as a Naval Flight Officer in the EA-6B Prowler with operational tours in VAQ-141 and VAQ-130. His carrier deployments include combat operations in SOUTHERN WATCH, ENDURING FREEDOM, and NEW DAWN on USS ENTERPRISE (2001), LINCOLN (2006) and TRUMAN (2010). CDR Johnson also served as the Electronic Warfare Officer on Carrier Strike Group NINE, and as an FRS flight instructor in VAQ-129. His most recent shore assignment was working at the Pentagon for the Assistant Secretary of the Navy for Financial Management and Comptroller in FMB-1 personally writing the Navy's ship maintenance budget as part of the President's Budget submission for three years. He holds a Master of Arts in Military Operations from the Air Command and Staff College (Distinguished Graduate, JPME Phase 1), a Master of Arts in National Security and Strategic Studies from the Naval War College (JPME Phase 2), and a Master of Business Administration from the Naval Postgraduate School. He holds subspecialty designations in naval strategy and defense financial management.

Dr. Joan Johnson-Freese has been a Professor of National Security Studies at the Naval War College since August 2002. From 2002-2010 she was the Chair of the NSA Department. Previously, she was at the Asia Pacific Center for Security Studies in Honolulu, HI, the Air War College in Montgomery, AL, and Director of the Center for Space Policy & Law at the University of Central Florida. Within the realm of international and national security studies, Dr. Johnson-Freese has focused her research and writing on space security issues, including technology transfer and export, missile defense, transparency, space and development, and globalization. Her book publications in that area include: *Heavenly Ambitions: Will America Dominate Space?* 2009; *Space As A Strategic Asset*, 2007; *The Chinese Space Program: A Mystery Within a Maze*, 1998; *Space: The Dormant Frontier, Changing the Space Paradigm for the 21st Century*, 1997; *The Prestige Trap: A Comparative Study of the US, European and Japanese Space Programs*, with Roger Handberg, 1994; *Over the Pacific: Japanese Space Policy Into the 21st Century*, 1993; and *Changing Patterns of International Cooperation in Space*, 1990. Articles written by Dr. Johnson-Freese in that area have been published in such journals as *Joint Forces Quarterly*, *Nature*, *Space Policy*, *Issues in Science & Technology*, *World Politics Review*, and *The Nonproliferation Review*. She is a Fellow of the International Academy of Astronautics; a member of the International Institute for Strategic Studies; a former member of the Space Studies Board of the National Research Council; the Editorial Board of *China Security*; a contributor to *Breaking Defense*; and has testified before Congress on multiple occasions regarding space security and China. She also teaches courses on Globalization & U.S. National Security, and Leadership in War & Peace at Harvard Summer and Extension Schools. Dr. Johnson-Freese's most recent book is *Educating America's Military*, (2013), focusing on Professional Military Education at the War Colleges. Other work on that topic has been published in *Orbis*, the *USNI Blog*, *AOL Defense*, *Small Wars Journal* and *Best Defense*.

Professor Kevin P. Kelley joined the National Security Affairs Department in July 1986. He spent his first 24 years on the faculty as the NSA Department's Executive Assistant. He teaches the Leadership Concepts portion of the NSA course. Prof. Kelley's expertise lies in the areas of strategic leadership, the U.S. defense resource allocation systems, and in the way national security policy making, and its implementation, are influenced. He has developed and executed programs on defense resource allocation processes and a systematic approach to national security strategy development and military force planning in support of the George C. Marshall European Center for Security Studies initiatives and for the Partnership for Peace. For over 20 years, he has also lectured and taught courses around the world, including in Germany, Hungary, Romania, Italy, Czech Republic, Slovakia, Belarus, Uzbekistan, Kenya, Djibouti, Ethiopia, Uganda, and Saudi Arabia. Prior to his arrival at the Naval War College, Prof. Kelley served as a logistician in the U.S. Navy, including tours of duty in Japan and Scotland. A 1984 Distinguished Graduate of the NWC, Professor Kelley has an undergraduate degree in economics from the College of the Holy Cross and he earned his Master's Degree in Business Administration from New Hampshire College. He was awarded a U.S. Department of Defense Executive Leadership Development Program fellowship in 1994. He taught at the Marshall Center in Germany under a one-year fellowship from July 1998 to June 1999.

Lieutenant Colonel Erich Kessler, U.S. Air Force, joined the National Security Affairs Department teaching in the Policy sub-course in April 2016. He earned a B.S. in Electrical Engineering from Embry-Riddle Aeronautical University, Prescott Campus in 1997, an M.B.A in Military Management from Touro University in 2008. He joined the Air Force in 1997 through

the ROTC program. Lt Col Kessler is a master navigator/electronic warfare officer with over 2,000 hours flying the T-43A and RC-135 S/U/V/W Reconnaissance aircraft. He has flown combat and combat support sorties in support of Operations SOUTHERN WATCH, ENDURING FREEDOM, IRAQI FREEDOM and UNIFIED PROTECTOR as well as sensitive reconnaissance operations. He has served on the staff at Nineteenth Air Force as the Chief of T-43 programs and the MAJCOM Electronic Warfare Officer for Air Education and Training Command. Prior to his arrival at the Naval War College, Lt Col Kessler was the Deputy Maintenance Group Commander for the 55th Maintenance Group at Offutt AFB, NE where he was responsible for maintenance actions on the OC/RC/TC/WC-135 and E-4B aircraft supporting six combatant commands and the National Airborne Operations Center which directly supports the President of the United States.

Dr. Stephen Knott is a Professor of National Security Affairs who joined the Naval War College faculty in July, 2007. Prior to accepting his position at the Naval War College, Dr. Knott was Co-Chair of the Presidential Oral History Program at the Miller Center of Public Affairs at the University of Virginia. He also served for seven years as an Associate Professor in the Political Science Department at the United States Air Force Academy. Knott received his B.A. in Political Science from Assumption College and his Ph.D. in Political Science from Boston College. He has taught courses on the presidency, congress, intelligence and national security, and American foreign policy. His books include *The Reagan Years*; *Alexander Hamilton and the Persistence of Myth*; *Secret and Sanctioned: Covert Operations and the American Presidency*; *At Reagan's Side: Insiders' Recollections from Sacramento to the White House*; *Rush to Judgment: George W. Bush, the War on Terror, and His Critics*; and *Washington and Hamilton: The Alliance That Forged America* (September, 2015).

Professor Laurence L. McCabe teaches the Security Strategies sub-course. A retired Navy surface warfare officer, Professor McCabe was assigned to cruisers and destroyers in Hawaii, California, South Carolina and Pennsylvania. He has deployed to every ocean in the world including the Caribbean and the Gulf of Mexico. Ashore Professor McCabe served as Flag Secretary to a Commander of a Carrier Battle Group on the aircraft carrier USS Constellation. He also served in the Pentagon as Special Assistant to the Secretary of the Navy for Resources and Programs. Professor McCabe also served as the Military Group Commander, U.S. Embassy in Santo Domingo, Dominican Republic for three years. Currently, as Director of the Latin American Studies Group, he has presented lectures in Mexico, Jamaica, Dominican Republic, Chile, Argentina, Peru, Bolivia, Uruguay, Costa Rica, and Brazil. In the Africa region, Professor McCabe has lectured in Cameroon, Seychelles, Mauritius, Madagascar, Djibouti, Ethiopia, Uganda, Kenya, Tanzania, South Africa, Botswana and Namibia among others. Professor McCabe lectures on global security and economic development, maritime security, national and military strategy, and globalization.

Dr. J. Scott McPherson joined the NSA faculty as a Permanent Military Professor in 2007. He retired from the U.S. Navy in 2016 at the rank of Captain following 31 years of service. He holds a Ph.D. from Salve Regina University and teaches a course there on Just War Theory. He is a recipient of the 2012 Admiral Thomas Weschler Award for Inspirational Teaching and a distinguished graduate of the Naval War College class of 2000, where he received the James V. Forrestal Award for Force Planning as a member of his NSA seminar. From 2000-2003, he served at the Pentagon in the Joint Chiefs of Staff's Directorate of Operations (J-3) as Executive

Flag Assistant to the Director for Information Operations and Chief of the Special Activities Division. While there, he was involved in the immediate response to 9/11 and planning of operations ENDURING FREEDOM in Afghanistan and IRAQI FREEDOM. In 2003, he was selected for the Permanent Military Professor program and reported to Newport, where he served as a professor and Executive Assistant to the Chair of the Strategy and Policy Department, then as the NSA Leadership Concepts sub-course Director. His operational experience includes duty as a Naval Flight Officer in the E-2C Hawkeye during operation EARNEST WILL in 1987, transition to the A-6E Intruder and participation in operations SOUTHERN WATCH in Iraq and RESTORE HOPE in Somalia, and transition to the EA-6B Prowler, where he earned Air Wing Strike Lead while deployed to the PACOM and CENTCOM area of operations in USS Abraham Lincoln (CVN 72).

Colonel Paul L. Muller, U.S. Marine Corps, joined the Naval War College faculty in February 2015 following back-to-back tours at Headquarters Marine Corps. A tank officer, he has commanded units around the globe to include combat with 3d Tank Battalion, Task Force Ripper, during OPERATIONS DESERT SHIELD and DESERT STORM. An experienced planner and Joint Qualified Officer, he has served as the J-3 Plans Officer for JTF-160 (OPERATION SEA SIGNAL), in the G-5 at Marine Forces Pacific, in the Joint Staff J-5, as the III MEF G-3 Exercises Officer, and as the Director, J-5 Policy and Plans, U.S. Forces-Afghanistan in OPERATION ENDURING FREEDOM. From 2008-09, he commanded the 1st Recruit Training Battalion at Parris Island. Additionally, he holds qualifications as a Southeast Asia Regional Affairs Officer, and a Security Assistance Management Officer (CONUS). He received a B.S. in Electrical Engineering from the U.S. Naval Academy, and an M.A. in National Security and Strategic Studies from the U.S. Naval War College, where he was the 2008 recipient of the Stephen Bleeker Luce Award. Col Muller serves as the Senior U.S. Marine Corps Representative to the Naval War College.

Dr. Thomas M. Nichols teaches in both the TSDM Security Strategies and the NSDM Policy Analysis sub-courses. He is a former Secretary of the Navy Fellow and has held the Naval War College's Forrest Sherman Chair of Public Diplomacy. He previously taught international relations and Soviet/Russian affairs at Dartmouth College and Georgetown University. He is a former chairman of the Strategy and Policy Department at the Naval War College, for which he was awarded the Navy Civilian Meritorious Service Medal. He holds a PhD from Georgetown, an MA from Columbia University, the Certificate of the Harriman Institute for Russian, Eurasian and East European studies at Columbia, and a BA from Boston University. Dr. Nichols was personal staff for defense and security affairs in the United States Senate to the late Sen. John Heinz of Pennsylvania, and was a Fellow at the Center for Strategic and International Studies in Washington, DC. He has been an Associate of the Davis Center for Russian Studies at Harvard University, and he is currently a Senior Associate of the Carnegie Council on Ethics and International Affairs in New York City and a Fellow of the International History Institute at Boston University. Dr. Nichols has also been a Fellow at the John F. Kennedy School at Harvard University, where he held a joint appointment in the International Security Program and the Project on Managing the Atom. He also teaches courses at Harvard on “The Future of War” and “Nuclear Weapons and International Security.” He is the author of several books and articles, including *The Sacred Cause: Civil-Military Conflict Over Soviet National Security, 1917-1992*; *The Russian Presidency: Society and Politics in the Second Russian Republic*; *Winning the World: Lessons for America’s Future from the Cold War*; and *Eve of Destruction: The Coming*

of *Age of Preventive War*, a study of the revolutionary changes taking place in the way nations go to war. His most recent book is *No Use: Nuclear Weapons U.S. National Security* (University of Pennsylvania, 2014).

Dr. Richard J. Norton teaches in the Leadership Concepts and Policy Analysis sub-courses. Prior to assuming this position, he taught the Security, Strategy and Forces course, and served as Sub-course Director for the Policy Making and Process Course. Professor Norton holds a doctorate in International Relations from the Fletcher School of Law & Diplomacy; and retired from the United States Navy in 1996 with the rank of Commander. While on active duty, he served extensively at sea on cruisers and destroyers. He also served on Capitol Hill as a Senate Liaison Officer with the Navy's Office of Legislative Affairs and with several political-military assignments on senior military staffs. His military professional experience was focused on surface naval operations and national security policy. He has published articles on failed states, humanitarian early warning, emerging security issues as well numerous chapters in books on case studies related to national security decision making. Three national security volumes he has edited have been published by the Naval War College Press. He also teaches courses on military history. His most recent area of research is in South American and African regional military affairs and related peacekeeping, humanitarian and refugee operations. In 2004 his pioneering work on the phenomenon known as "feral cities" was included in the *New York Times* "ideas of the year." His most recent publication "Feral Cities: Problems today, battlefields tomorrow?" may be found in the 2010 inaugural edition of *The Marine Corps University Journal*.

Colonel Bradley Oliver, U.S. Air Force, joined the National Security Affairs Department teaching in the Leadership Concepts sub-course after graduating the College of Naval Warfare in June 2015. He earned a B.S. Sec Edu in Mathematics from Taylor University in 1992, a Masters in Operations Analysis from the Air Force Institute of Technology in 2007, and a Master of Arts in National Security and Strategic Studies from the United States Naval War College in 2015. He joined the Air Force in 1995 through Officer Training School. He began his Air Force career as an intelligence officer working with the U-2, RC-135 and SR-71. He is a command pilot with over 2,000 hours in F-15C/D, T-41, T-52 and T-53 aircraft. He has three operational F-15 tours which included two deployments to the Middle East. His staff time was served in the Pentagon in the Air Force Programming office as the chief programmer for the F-15 and F-117 programs. He has served as an executive officer at the Wing and HQ AF level. His operational jobs included chief of mobility, Flight Commander, Assistant Director Operations, F-15 Chief of Standardization and Evaluation and Director of Operations for two different squadrons. Prior to his selection to attend the Naval War College, Col Oliver commanded the 557th Flying Training Squadron at the USAFA with a mission to expose, challenge and motivate cadets toward a career in aviation.

Professor Michael Pratt is an Associate Professor in the National Security Affairs Department. He is a retired Colonel from the U.S. Air Force after serving more than 27 years on active duty. He graduated from the University of Maine in 1988 and received his commission through the Air Force ROTC program as a Distinguished Graduate. Professor Pratt earned a Bachelor of Science degree in Political Science and Masters of Business Administration from the University of Maine in 1988 and 1993 respectively. He also earned a Master of Arts degree in Human Resource Management from Webster University in St. Louis, MO in 2000 and a Master of Arts degree in National Security and Strategic Studies as a Distinguished Graduate of the Naval War College in

2010. As a member of the NSA Department, Professor Pratt has served in the role of Policy Course Administrator for both NSDM and TSDM, headed the Policy exam committee for three years, and drafted several policy exams. He earned his wings at Specialized Undergraduate Navigator Training in 1990 and was assigned to fly the KC-135 Stratotanker where he accrued over 4,000 flying hours as an instructor and evaluator. He has also flown more than 200 combat missions during 17 operational deployments in support of Operations DESERT STORM, ALLIED FORCE, ENDURING FREEDOM and IRAQI FREEDOM- to include the opening nights of Operation DESERT STORM and DESERT STRIKE. Immediately following the terrorist attacks of 11 Sep 2001, he deployed to NORAD where he was charged with implementing and leading every aspect of the combat air patrol (CAP) refueling operations for all of North America and Iceland, and later establishing permanent refueling operations for Operation NOBLE EAGLE. As the chief of CORONET Operations for Air Mobility Command, he designed, planned and executed the air refueling "air-bridge" for the longest strike mission in history-a 44-hour B-2 strike on Afghanistan and is credited with planning and executing the largest rotation of combat aircraft in history. Professor Pratt has commanded the 6th Operations Support Squadron at MacDill AFB, FL, the 819th Global Support Squadron at McGuire AFB, NJ and deployed as the commander of five Contingency Response Elements as part of USTRANSCOM's Joint Task Force Port Opening (JTF-PO) mission.

Dr. Mary Raum is a Professor in the National Security Affairs Department in which she teaches two curricula in the Leadership Concepts sub-course. She is a professional educator and scholar with additional significant experience in the fields of public policy, management consulting and executive administration. From 2007-2009 she served as Course Director for the Decision Making and Implementation curricula of the National Security Decision Making Department. Dr. Raum also teaches *Femina Militaris*, an elective course about the role of the female in the military which primary topics of study are women warriors from 60AD to the present. Her past associations include staff positions in science and technology policy with the federal science advisory, State of Washington and the University of Washington and George Washington University. Past career affiliations include the Johns Hopkins University Applied Physics Laboratory Submarine Technology Division, Matrix Consulting Group, The University of Maryland, Chapman University College, Central Washington University and Seattle Pacific University. Her current work affiliated travels have included an eight nation Jamaica Defense Force Conference, Office of the Chief of Naval Operations of the Dominican Republic and the United States Navy Southern Command. Dr. Raum is a valued subject matter expert in qualitative decision making and organizational behavior. Her active research program is allied with the field of movement pattern analysis-a comprehensive system for assessing an individual's core motivations in decision making processes based on the disciplined analysis of nonverbal behavior. Her work has been cited most recently in *Nuclear Implosions the Rise and Fall of the Washington Public Power Supply System*, as well as in the Office of the Secretary of Defense background document: "Decision Making Perspectives and Innovation". Her most recent peer reviewed article is "I Desire Therefore I Proliferate" for the *Nonproliferation Review* as well as an internal abstract entitled "When Group Dynamics Hurt our Personal Freedoms." Her book reviews have been published in the *Journal of Minerals, Metals and Materials*, *The Non Proliferation Review*, and the *Peace Research Canadian Journal of Peace Studies*. She has peer reviewed numerous books including *The Double Helix*, *Technology and Democracy in the American Future: The Politics of Technology and the Technology of Politics and Portents for America's Third century Socio-Psychological of Information in a Democracy*. Dr. Raum has

authored over 250 white papers as well as state and federal background materials for public testimony. Education: PhD, University of Washington dual degree in Engineering and Public Affairs, PhD studies George Washington University Science and Technology Policy; MAS Johns Hopkins University, BS University of Maryland, AA Spanish Language.

Dr. Derek S. Reveron is a professor of national security affairs and the EMC Informationist Chair. He specializes in strategy development, non-state security challenges, intelligence, and U.S. defense policy. He has authored or edited nine books that include *U.S. Foreign Policy and Defense Strategy: the Evolution of an Incidental Superpower* and *Cyberspace and National Security*. Rhode Island Governor Raimondo appointed him to the first ever State Commission on Cybersecurity. As a serving officer in the Navy Reserves, he has served with the Joint Staff, Supreme Headquarters Allied Powers Europe, U.S. Southern Command, Naval Forces Central Command, and NATO Training Mission-Afghanistan. Dr. Reveron is a faculty affiliate at the Belfer Center for Science and International Affairs at Harvard University and teaches at the Extension School at Harvard University. Before joining the Naval War College faculty in 2004, Dr. Reveron taught political science at the U.S. Naval Academy. During graduate school, he formulated, implemented and evaluated democracy promotion programs for the NGO Heartland International. He graduated from the College of Naval Command Staff through the College of Distance Education Fleet Seminar Program and completed the Maritime Staff Operators Course at the Naval War College. He received an MA in political science and a Ph.D. in public policy analysis from the University of Illinois at Chicago.

Commander Sean Rich, U.S. Navy, joined the National Security Affairs Department in May 2016. He was commissioned in 1996 from the U.S. Naval Academy. He was designated a Naval Aviator in May of 1998. He completed aviation tours with VP-46 in Whidbey Island, WA flying the P-3C Orion, VT-3 at NAS Whiting Field flying the T-34C Turbomenter as a flight instructor, VR-56 at NAS Oceana flying the C-9B Skytrain II as a department head, and again at VR-56 flying the C-40A Clipper as the Commanding Officer. His staff tours were as an action officer at Fleet Forces Command and at Navy Reserve Forces Command as the Director of Warrior and Family Support. He earned an MA degree from the Naval War College in National Security and Strategic Studies in 2009.

Dr. Terence Roehrig is Professor of National Security Affairs, the Director of the Asia-Pacific Studies Group, and teaches in the Security Strategies sub-course. He has been a Research Fellow at the Kennedy School at Harvard University and a past President of the Association of Korean Political Studies. He has published several books including most recently *South Korea's Rise: Economic Development, Power, and Foreign Policy* with Cambridge University Press, a work coauthored with Uk Heo. In addition, he is a coauthor of *South Korea since 1980*, the sole author of two books, *From Deterrence to Engagement: The U.S. Defense Commitment to South Korea* and *The Prosecution of Former Military Leaders in Newly Democratic Nations: The Cases of Argentina, Greece, and South Korea* along with a monograph, *Korean Dispute Over the Northern Limit Line: Security, Economics, or International Law*, and is the coeditor of *Korean Security in a Changing East Asia*. His forthcoming book is entitled *Japan, South Korea, and the U.S. Nuclear Umbrella: Extended Deterrence and Nuclear Weapons* with Columbia University. He has published numerous articles and book chapters on Korean and East Asian security issues, North Korea's nuclear weapons program, the Northern Limit Line dispute, the South Korean Navy, deterrence, the U.S.-South Korea alliance, human rights, and transitional justice. His

work appears in the journals, *Asian Affairs*, *Asian Politics and Policy*, *Human Rights Quarterly*, *International Journal of Korean Studies*, *Journal of Asian and African Studies*, *Korea Observer*, *North Korean Review*, *Pacific Focus*, and *World Affairs*, and he has given presentations to groups at U.S. Forces Korea and the U.S. Embassy in Seoul along with JCS J-5 in South Korea. Dr. Roehrig received his Ph.D. from the University of Wisconsin-Madison and an MA from Marquette University, both in political science.

Commander Joe Santos, U.S. Navy, joined the NSA Department in 2012. He teaches in the Policy and Leadership sub-courses and assists in teaching the Gravely research elective course. A career submariner, he enlisted in the United States Navy in 1985. He attended Worcester Polytechnic Institute after being selected for the NROTC Program, where he earned a Bachelor of Science degree in Mechanical/Nuclear Engineering in 1995 and then re-entered the Nuclear Navy and the Submarine Force as a commissioned officer. While attending the Naval War College he earned a M.A. in National Security and Strategic Studies in 2010 and conducted in depth research focusing on developing Undersea Warfare Concepts of Operation in Anti-Access/Area Denied environments as a Gravely Scholar. At sea, his operational submarine tours include assignments in the USS TINOSA (SSN 606), USS MIAMI (SSN 755), USS VIRIGINIA (SSN 774) and USS NEVADA (SSBN 733). During these tours he conducted deployments to the North Atlantic, Mediterranean, South America, Pacific and Arabian Gulf, including combat operations in support of Operations in Kosovo and Iraq. Ashore he has served as a Nuclear Engineering Instructor, a Submarine Strike Officer, as a member of the Joint Staff, J-3, Global Operations Directorate, and on the CNO's personal staff in OPNAV N00X.

Professor Albert J. Shimkus, Jr. was selected to join the National Security Affairs (NSA) resident civilian faculty in December 2006. He initially taught in the Policy sub-course and was appointed course director in May 2007, teaching in this sub-course for 4 years. He was appointed the director of the Leadership Concepts sub-course in April 2016. Professor Shimkus taught as a military professor in the Naval War College's National Security Decision Making Department for 2 years, 1995 – 1997 and in the College of Distance Education for 7 years, 1998 - 2005. He enlisted in the U.S. Air Force in 1965, served as an independent duty medic at Bucks Harbor Radar Site, ME and completed a tour of duty at Bien Hoa Air Base, RVN in 1967 and 1968. After earning an honorable discharge he graduated from Memorial Hospital School of Nursing, Worcester, MA and Salem State College, Salem, MA with a Bachelor of Science in Nursing. He was then appointed to the faculty of Salem Hospital School of Nursing. Professor Shimkus received a direct commission in the Navy as a Lieutenant Junior Grade in 1977. He graduated from George Washington University in 1981 with a Bachelor of Science in Nurse Anesthesia and practiced as a (CRNA) for over 25 years with numerous tours in support of deployed forces. He earned an MA in National Security and Strategic Studies from the Naval War College in 1993 and will complete the requirements to be awarded an EdD in 2016. His leadership tours included director of nursing, Naval Hospital, Guam, executive officer, U.S. Naval Hospital, Naples, Italy; commanding officer, U.S. Naval Hospital, Guantanamo Bay, Cuba and joint task force surgeon, JTF GTMO; deputy commandant, Naval District Washington; and commanding officer, medical treatment facility USNS COMFORT. Professor Shimkus retired from the Navy as a Captain (06) in 2007. He is a member of the Navy Surgeon General's Assessment cell. His areas of academic interest are the application of America's soft power as an element of the national security strategy and strategic health policy. He teaches Electives focused on Chemical and Biological Warfare and Current Southeast Asia Issues. He frequently

lectures on international cooperative efforts in the delivery of humanitarian assistance and disaster relief and ethical issues associated with the delivery of health care in operational military environments and at Joint Task Force Guantanamo, Guantanamo Bay, Cuba.

Dr. Paul J. Smith joined the NSA department in July 2006 and teaches the Security Strategies sub-course. He was formerly an associate/assistant professor with the Asia-Pacific Center for Security Studies (APCSS) in Hawaii. His research focuses on transnational security issues and the international politics of East Asia (with particular emphasis on the People's Republic of China). He has published articles in *Asian Affairs: an American Review*, *Buffalo Human Rights Law Review*, *Comparative Strategy*, *Contemporary Southeast Asia*, *Dynamics of Asymmetric Conflict*, *Fletcher Forum of World Affairs*, *Harvard Asia-Pacific Review*, *Jane's Intelligence Review*, *Journal of Conflict, Security and Development*, *Journal of Third World Studies*, *Naval War College Review*, *Orbis*, *Parameters*, *Studies in Conflict and Terrorism* and *Survival*. His chapter contributions have appeared in such books as *The Impact of 9/11 on Business and Economics: The Business of Terror* (Palgrave Macmillan, 2009), *Fixing Fractured Nations: the Challenge of Ethnic Separatism in the Asia-Pacific* (Palgrave Macmillan, 2010) and *Tiger's Roar: Asia's Recovery and its Impact* (M.E. Sharpe, 2001). He has written commissioned chapters or articles for the Council on Foreign Relations (New York), the Institute of Southeast Asian Studies (Singapore), the Institute for Security and Development Policy (Stockholm) and the United Nations Economic Commission for Europe (Geneva). His edited books include *Human Smuggling: Chinese Migrant Trafficking and the Challenge to America's Immigration Tradition* (Center for Strategic and International Studies, 1997) and *Terrorism and Violence in Southeast Asia: Transnational Challenges to States and Regional Stability* (M.E. Sharpe, 2004). He is author of the book *The Terrorism Ahead: Confronting Transnational Violence in the 21st Century* (M.E. Sharpe, 2007). Dr. Smith frequently provides commentary for national and international news organizations, including the *International Herald Tribune*, *Christian Science Monitor*, *Defense News*, *Japan Times*, *World Politics Review*, among others. Dr. Smith has lived and studied in the People's Republic of China, Taiwan and the United Kingdom and is conversant in Mandarin Chinese. He earned his Bachelor of Arts from Washington and Lee University, his Master of Arts from the University of London (School of Oriental and African Studies-SOAS) and his Juris Doctorate (law) and PhD (political science) from the University of Hawaii.

Dr. Andrew L. Stigler teaches with the Policy Analysis faculty, focusing on the international and domestic influences on U.S. national security policy. Stigler has published in *International Security*, *the National Interest*, *Joint Forces Quarterly*, and *The Naval War College Review*. He currently has a book under contract with the academic press Transactions (affiliated with Rutgers University), titled The Military: A Presidential Briefing Book. The work is a critical examination of the military from the standpoint of an incoming president, examining issues such as force planning, crisis response, presidential command during wartime, strategic change, and postwar reconstruction efforts. Stigler holds a BA in Government from Cornell University; an MA in International Relations from the University of Chicago; and a PhD in Political Science from Yale University. He has previously taught at Dartmouth College and Wesleyan University.

Professor Dana E. Struckman joined the NSA faculty upon his graduation from the Naval War College in June of 2006 and currently serves as the department Executive Assistant. Professor Struckman teaches in the Policy Analysis sub-course. His areas of expertise are nuclear

deterrence, ballistic missile systems and defense acquisition. He was commissioned in 1987 through the Air Force ROTC program and retired from the U.S. Air Force in 2010 in the grade of Colonel. A career missile and space officer, Professor Struckman had extensive operational missile experience, certified combat ready in both the Peacekeeper and Minuteman III weapon systems. Additionally, he served in a variety of staff assignments at headquarters Air Force Space Command, Peterson Air Force Base, Colorado and as a Program Element Monitor, Office of the Secretary of the Air Force for Acquisition, Pentagon, Washington D.C. Professor Struckman also served as a military advisor on space and missile issues to the Assistant Secretary of State, Bureau of Intelligence and Research, Washington, D.C. as well as an on-site U.S. Government Verification Officer for NATO missile destruction compliance in Eastern Europe. Professor Struckman also served as a squadron commander in the 91st Space Wing, Minot Air Force Base, North Dakota. He holds a B.S. from the University of Nebraska, a M.S. from Lesley University, Cambridge, Massachusetts, and a M.A. in National Security and Strategic Studies from the United States Naval War College.

Colonel Dennis Sullivan, U.S. Army, joined the National Security Affairs Department in 2016. He graduated in 1988 from the United States Military Academy with a degree in Civil Engineering. He has a Masters of Arts degree in Computer Resources and Information Management from Webster University, and a Masters in Military Art and Science (MMAS) from the U.S. Army School of Advanced Military Studies (SAMS). Colonel Sullivan was a distinguished graduate of the Naval War College (College of Naval Warfare) earning a Master of Arts degree in National Security and Strategic Studies in 2015. His previous assignment highlights include Fellow with the Chief of Naval Operations' Strategic Studies Group, commander of 2nd Brigade Combat Team, 10th Mountain Division at Fort Drum, New York and Afghanistan, the 10th Mountain Division G3 and the Regional Command-South CJ-3 for ISAF Joint Command in Kandahar Afghanistan, and commander of 2d Battalion, 22d Infantry Regiment at Fort Drum and Iraq.

Professor Sean C. Sullivan teaches in the Policy Analysis sub-course. He is a subject matter expert on defense planning and the Department of Defense Formal Resource Allocation processes. Professor Sullivan coordinates all curriculum development on Defense Resource Allocation and is the author of numerous related articles, readings, and case studies on formal defense planning processes. A retired naval officer, Sean Sullivan served in the United States Navy for over twenty years. He served at sea for over fifteen years in various surface combatants, amphibious ships, and afloat staffs. He deployed five times to the Western Pacific and Arabian Gulf and once to the South Eastern Pacific Ocean. Sean Sullivan attended the Naval War College, graduating in March 1999 with a Master of Arts Degree in Strategic Studies and National Security Strategy. He also holds a Bachelor of Arts degree in Political Science from the University of Rochester.

Steven C. Taylor, a member of the Senior Foreign Service with the rank of Minister Counselor, most recently he served as Chief Information Officer (CIO) after being appointed by the Secretary of State on April 3, 2013. Preceding his assignment as CIO, Mr. Taylor served in a number of positions in the Department, including Minister Counselor for Management in Cairo and Athens. His other overseas assignments include a Baghdad, Berlin, Bonn, London, Moscow, and Rabat. Mr. Taylor joined the Foreign Service in 1988. He is a native of Rhode Island and

holds both a Bachelors in Business Management and Masters in Management Information Systems from Boston University.

Commander Dale R. Waggoner, U.S. Navy, earned a Bachelor of Arts in Marine Biology from Linfield College, McMinnville, OR in 1990. He enlisted in 1991 as a Nuclear Electricians Mate where he deployed twice aboard USS Henry M. Jackson, SSBN 730. He received a commission via Aviation Officer Candidate School in 1996 and subsequently earned his wings of gold in 1997 as a Naval Flight Officer. He flew the S-3B Viking with the Scouts of VS-24 from 1998 to 2002 where he deployed aboard USS Theodore Roosevelt, participating in Operation Noble Anvil, Kosovo, and later, Operation Southern Watch. He deployed a second time aboard USS Enterprise, participating in the opening salvos of Operation Enduring Freedom in 2001. He taught at the S-3B Weapons School from 2002 to 2004, during which time he was awarded a Masters of Arts in National Security and Strategic Studies from the Naval War College. He subsequently transitioned to the E-2C Hawkeye and deployed with the Bluetails of VAW-121 aboard USS George Washington. While attached to VAW-121, he served as the Naval Liaison Officer for the Coalition Coordination Center, CENTCOM. He also participated in the Katrina Humanitarian and Disaster Relief efforts. CDR Waggoner performed his Department Head tour with the VAW-124 Bear Aces, once again participating in Operation Enduring Freedom from USS Theodore Roosevelt. Upon completion of his Department Head tour CDR Waggoner was assigned to COMNAVAIRLANT as the Naval Aviation Flight Hour Program Manager. His most recent assignment prior to his assignment to the Naval War College was as the Strike Operations Officer aboard USS Theodore Roosevelt, participating in Operation Inherent Resolve.

Professor Kathleen (Kate) Walsh joined the faculty in 2006 and teaches Policy Analysis. Her research focuses on China and the Asia-Pacific region, particularly security and technology issues. She is an affiliate of NWC's China Maritime Studies Institute (CMSI), participates in NWC's Asia Pacific Study Group and Wylie Group, and is a member of the National Committee on U.S.-China Relations and the U.S. Council on Security Cooperation in the Asia Pacific (CSCAP), among other professional associations. Her publications include: "China's National Security Strategy," in *Comparative National Security Strategies* (Palo Alto: Stanford University Press, 2013), "China's Emerging Defense Innovation System: Making the Wheels Turn" in *Forging China's Military Might: A New Framework for Assessing Innovation* (Baltimore: Johns Hopkins University, 2013), "Enhanced Information Sharing in the Asia Pacific: Establishing a Regional Cooperative Maritime Cooperative Operations Center," in *Strategic Manoeuvres: Security in the Asia-Pacific*, James Veitch, ed. (Centre for Strategic Studies, New Zealand, 2009), and "The Role, Promise and Challenges of Dual-Use Technologies in National Defense," Chapter 7 in *The Modern Defense Industry: Political, Economic and Technological Issues*, Richard A. Bitzinger, ed. (Praeger, 2009), among many other publications and peer reviews. Prior to joining the NWC, Walsh was a Senior Consultant on China and international security matters, a Senior Associate at the Stimson Center, and Senior Associate at a for-profit DC defense consulting firm. Walsh has conducted numerous government- and foundation-funded studies, provided Congressional testimonies, and conducted numerous public presentations and senior-level government briefings. She was appointed a member of the National Research Council's *Committee on Global S&T Strategies and Their Effect on US National Security* (2009-10) and the NRC's *Committee on Assessing the Need for a National Defense Stockpile* (2007-8), among other high-level study groups. Her M.A. in international security policy is from

Columbia University's School of Public and International Affairs and her B.A. in international affairs is from George Washington University's Elliott School.

Melissa Welch serves as the Director of the Central Intelligence Agency's Faculty Representative and George H. W. Bush Chair of National Intelligence at the U.S. Naval War College (NWC). She began her assignment at NWC in August 2016 and teaches in the National Security Affairs Department. Within CIA she has served mainly in the Directorate of Operations (DO) specializing in intelligence collection and reporting. Ms. Welch has served overseas in Southeast Asia, Central Eurasia, Western Europe, and the Middle East, including close interaction with U.S. Military Intelligence elements in support of war zone operations. She has extensive experience working with foreign partners to enhance intelligence collection against high-value and strategic priorities. She has served in multiple assignments at CIA Headquarters, culminating in a Senior Executive position overseeing all aspects of DO intelligence reporting – from collection, production, and dissemination, through its ultimate use by policymakers, U.S. Military, and Intelligence Community analysts. Ms. Welch is a native of Newport, Rhode Island, and a graduate of NWC's College of Naval Command and Staff, earning a master's degree in 2002. She received a bachelor's degree from Georgetown University's School of Foreign Service and an International Baccalaureate diploma from the United World College of the Atlantic in Wales, UK. She is a 2016 recipient of the Presidential Rank Award and received CIA's Intelligence Commendation Medal in 2012.

Captain Erik Wright, U.S. Navy, teaches in the Leadership Concepts sub-course in the Theater Security Decision Making (TSDM) and the National Security Decision Making (NSDM) courses, and also teaches the George Washington elective. He earned a B.S. in Oceanography from the United States Naval Academy in 1988 and an M.A. in Strategic Studies from the Naval War College in 2011. A naval aviator, his command tour at Patrol Squadron FORTY-SIX (VP-46) included a deployment to the Western Pacific and command of Task Groups 72.2 and 72.4. He has also completed operational assignments with VP-23, VP-26, Air Test and Evaluation Squadron ONE (VX-1) and Carrier Strike Group EIGHT, with numerous deployments to the North Atlantic, Caribbean and Mediterranean Seas, and Arabian Gulf. His shore tours of duty included the Navy staff (OPNAV), serving in Anti-submarine Warfare and Electronic Warfare billets, and as an instructor and Deputy Director of the Navy's Command Leadership School here in Newport. He originally joined the NSA staff at NWC in the Fall of 2011 and spent 3 years teaching Leadership Concepts within TSDM and NSDM through 2014. CAPT Wright spent 2015 in Afghanistan and Qatar, as Officer-in-Charge of NAVCENT FORWARD HQ, supporting Navy Individual Augmentees throughout the CENTCOM AOR. He returned to NWC and the NSA department to resume teaching for the 2016-2017 academic year.