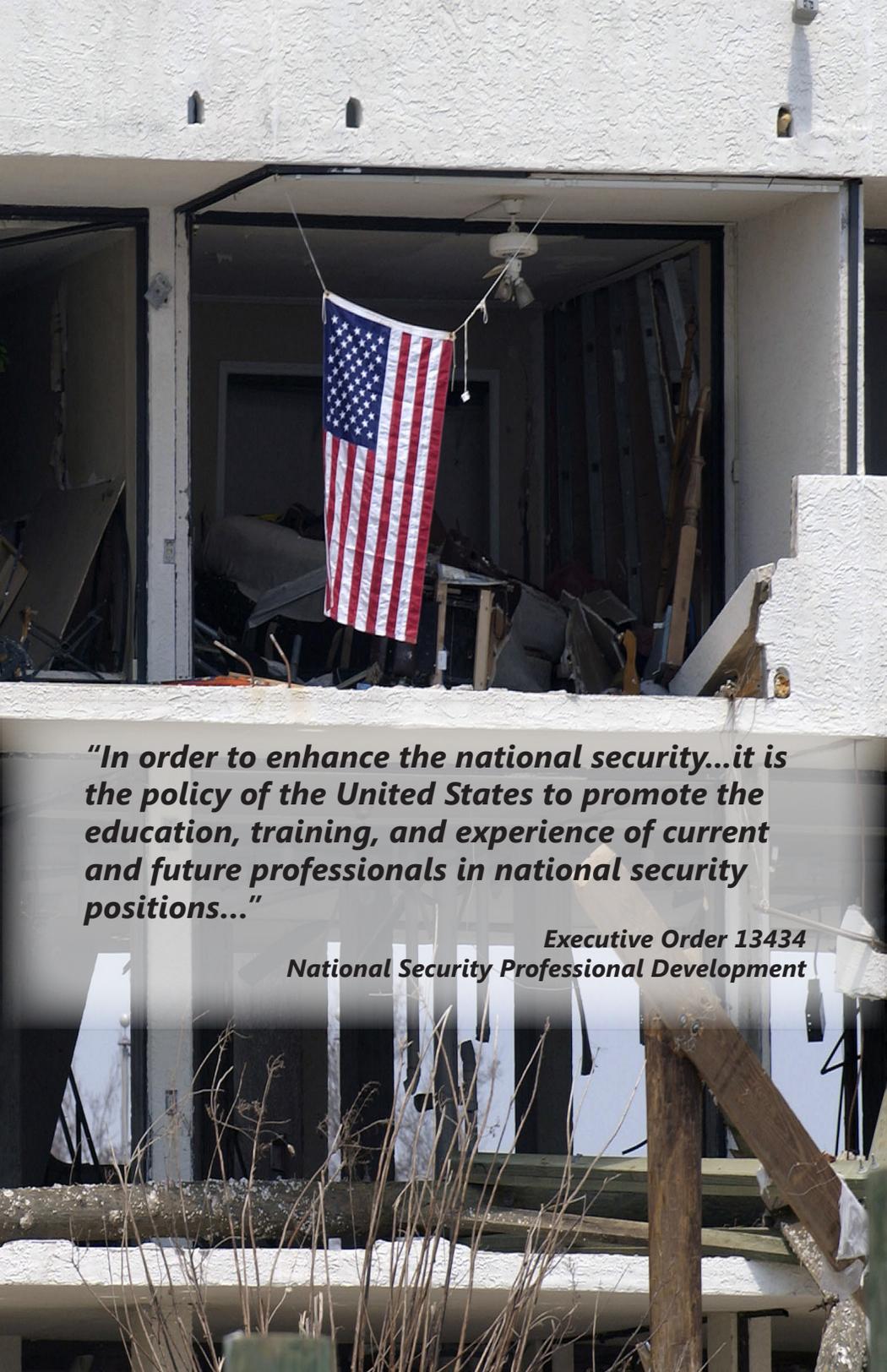




National Security Professionals: Forming an Interagency Community



August 4-5, 2010
National Defense University
A DoD Sponsored Interagency Symposium



"In order to enhance the national security...it is the policy of the United States to promote the education, training, and experience of current and future professionals in national security positions..."

***Executive Order 13434
National Security Professional Development***



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D. C. 20301-4000

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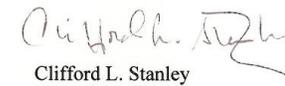


2010 National Security Professionals Symposium

Welcome to the inaugural National Security Professionals Symposium hosted by the Department of Defense. This symposium brings together professionals from a wide variety of agencies to collaborate and learn together. Expert senior leaders will discuss a rich array of issues, and strategy sessions will provide practical applications for immediate use.

Progress made over the next two days is vital to the government's ability to address challenges, and should continue after this symposium's conclusion. The interagency is more than different teams joining together. National security professionals must become one team working together. This is a difficult task, but a worthy one. One that will define success in the coming decades. Thank you for taking on the challenges of unifying the government's efforts, and for serving during this important time in history.

Good luck in this endeavor!


Clifford L. Stanley

AGENDA

NOTES

Wednesday, August 4th

7:00 – 3:00	Registration	Room 1104
7:00 – 8:00	Morning Refreshments	Room 1105
8:00 – 8:30	Welcome and Symposium Overview	Lincoln Hall Auditorium
8:30 – 9:45	Session I: Keynote Address: Current National Security Environment & Priorities	Lincoln Hall Auditorium
9:45 – 10:15	Networking Break Education & Training Fair	Lincoln Hall Corridor
10:15 – 11:30	Session II: Fundamentals for National Security Professionals	Lincoln Hall Auditorium
11:30 – 1:00	Session III: Working Lunch Shared Capabilities: What Are They and How Were They Developed?	Room 155 Marshall Hall
1:15 – 2:30	Session IV: Achieving the Strategic Advantage of Synergy: Challenges of Interagency collaboration	Lincoln Hall Auditorium
2:30 – 3:00	Networking Break Education & Training Fair	Lincoln Hall Corridor
3:00 – 4:15	Session V: Interagency Collaboration: The Kabul Country Team as Model for United States government Civilian-Military Cooperation, and other case studies	Lincoln Hall Auditorium

Thursday, August 5th

7:00 – 8:00	Registration	Room 1104
7:00 -8:00	Morning Refreshments	Room 1105
8:00 – 8:30	Session VI: DoD Welcome and Opening Remarks	Lincoln Hall Auditorium
8:30 – 9:30	Session VII: Keys to Understanding Organizational Culture	Lincoln Hall Auditorium
9:30 – 10:00	Networking Break Education & Training Fair	Lincoln Hall Corridor
10:00 – 11:00	Session VIII: Examples of Interagency Collaboration: An Interagency Panel Discussion	Lincoln Hall Auditorium
11:00 – 12:30	Session IX: Working Lunch Strategies for Interagency Collaboration	Room 155 Marshall Hall
12:30 – 1:30	Session X: Case Study: The Haiti Response & Unintended Partnerships	Lincoln Hall Auditorium
1:30 – 2:00	Session XI: NDAA NSPD Study Update	Lincoln Hall Auditorium
2:00 – 2:30	Networking Break Education & Training Fair	Lincoln Hall Corridor
2:30 – 3:45	Session XII: Creating an Interagency Community of National Security Professionals	Lincoln Hall Auditorium
3:45 – 4:30	Session XIII: Wrap-up & Closing Remarks	Lincoln Hall Auditorium

Education and Training Fair Organizations Represented

Center for Domestic Preparedness
Department of Homeland Security

College of International Security Affairs
National Defense University

Department of Agriculture

Department of Defense

Department of Energy

Department of Homeland Security

Department of State

Emergency Operations Training Academy
Department of Energy

Foreign Service Institute
Department of State

The Graduate School

Information Resources Management College (iCollege)
National Defense University

Joint Forces Staff College
National Defense University

National Defense Intelligence College
Department of Defense

United States Institute of Peace

US Office of Personnel Management
Leadership and HR Development Solutions

SESSION DESCRIPTIONS

Wednesday, August 4th

Welcome

Speaker:

Vice Admiral Ann E. Rondeau
President, National Defense University

Session I: Keynote - Current National Security Environment & Priorities

In this session Ambassador Yates will discuss the need for improved interagency efforts based on the National Security Strategy and lessons learned from previous crisis. This calls for an improved interagency approach to maximize limited resources, including training programs offered by various departments. She will conclude with a description of current NSPD Interagency Policy Committee and answer questions.

Speaker:

Ambassador Mary Carlin Yates
Senior Advisor on Strategic Planning to the National Security Council and Special Assistant to the President

Session II: Fundamentals for National Security Professionals

This session will address the basic fundamentals and big picture of the national security environment in which interagency National Security Professionals operate. This introductory session will lay out how agency missions are derived from the Constitution, and subsidiary documents, and policies and thus how interagency or whole of government efforts work.

Moderator:

Dr. Harry R. Yarger
Ministry Reform Advisor, Peacekeeping and Stability Operations Institute

Speakers:

Ambassador James Dobbins
*Director, International Security and Defense Policy Center
 RAND National Security Research Division*

Mr. Len Hawley
Former Deputy Assistant Secretary, Department of State

Session III Working Lunch: Shared Capabilities: What Are They and How Were They Developed?

This panel will focus on the genesis, context, and concepts underpinning the development of National Security Professional shared capabilities. Panelists will discuss the evolution of the shared capabilities, the requirement for a statement of capabilities, and developmental issues impacting their definition and uses.

Moderator:

Dr. John Yaeger
Vice President for Academic Affairs, National Defense University

Speakers:

Mr. L. Erik Kjonnerod
*Director of the Center for Applied Strategic Learning,
 National Defense University*

Dr. Elizabeth McDaniel
Dean, National Defense University i-College

Ms. Penny Koerner
*Education & Training Manager, National Security Professional
 Development Integration Office*

Session IV: Achieving the Strategic Advantage of Synergy: Challenges of Interagency collaboration

This session will highlight the challenges of effective collaboration that confront National Security Professionals. Topics discussed will include creating collaborative capacities, impediments to interagency collaboration, and the impact of generational dynamics in this new environment.

Moderator:

Dr. Mary McCully
Chair and Professor, IS Department, National Defense University i-College

Speakers:

Mr. John Pendleton
Government Accountability Office

Ms. Natalie Duncan
Army Civilian University

Dr. Cathy Downes
Faculty, National Defense University i-College

Session V: Interagency Collaboration: The Kabul Country Team as Model for United States Government Civilian-Military Cooperation, and Other Case Studies

Ambassador Ricciardone will discuss interagency collaboration and leadership, drawing on his time in Afghanistan, and experience gained through previous leadership positions in Iraq, Egypt, the Philippines, and Turkey, service in two multinational military deployments, and senior management assignments in Washington, DC.

Speaker:

Ambassador Francis J. Ricciardone, Jr.
Ambassador to the Arab Republic of Egypt

Thursday, August 5th

Session VI: Welcome Opening Remarks

Ms. Ott will discuss the Department of Defense efforts on National Security Professional Development and commitment to the program and leadership support for interagency activities and development.

Speaker:

Ms. Kathleen Ott
Acting Deputy Under Secretary of Defense, Civilian Personnel Policy, Department of Defense

Session VII: Keys to Understanding Organizational Culture

Understanding the critical role of organizational culture in partnerships and collaborative endeavors is a National Security Professional imperative. Cultural attributes that differ between two groups can have serious implications in operational performance at a time when strong collaboration and seamless coordination are vital. In this session, Dr. Wells will introduce an organizational systems model and engage participants interactively to demonstrate how they can gain greater understanding of culture and how it factors in daily and emergency operations.

Speaker:

Dr. Sandy Wells
Director, Strategic Employee Development, Department of Interior

Session VIII: Examples of Interagency Collaboration - An Interagency Panel Discussion

This interagency panel discussion will highlight the National Security missions of Departments and Agencies outside the realm of conventional defense and diplomacy. This discussion will unveil their priorities towards National Security Professional Development, cooperation and interface with other agencies, and interagency coordination for global security.

Moderator:

Mr. Carl Pavetto
Deputy Associate Administrator for Emergency Operations, Department of Energy

Speakers:

Mr. William Bryan
Deputy Assistant Secretary Infrastructure Security & Energy Restoration, Office of Electricity Delivery & Energy Reliability, Department of Energy

Dr. Chafiq Moumami
Senior Intelligence Officer for WMD Proliferation & Terrorism, Directorate of Intelligence, National Security Branch, Department of Justice

Mr. David DeCarme
Director International Transportation & Trade, Office of the Secretary, Department of Transportation

Ms. Sheryl K. Maddux
Deputy Director, Office of Homeland Security and Emergency Coordination, Department of Agriculture

Session IX Working Lunch: Strategies for Interagency Collaboration

Our nation has a proud history of great achievements: victory in World War II, our national highway system, welfare reform, the moon landing. Using his book, *If We Can Put a Man on the Moon: Getting Big Things Done in Government*, Mr. Eggers will explain how to get big things done in government. The key? Understand-and avoid-the common pitfalls that trip up public-sector leaders during the journey from idea to results.

Speaker:

Mr. William Eggers

Co-author: *"If We Can Put a Man on The Moon: Getting Big Things Done in Government"*

Session X: Case Study: The Haiti Response & Unintended Partnerships

Representatives from the State Department, Department of Defense, and Department of Homeland Security will discuss their efforts of interagency collaboration in the Haiti response, what lessons were learned, and how they will benefit future response efforts. The discussion will also touch on the imperative for National Security Professionals to gain proficiency in the shared capabilities to enhance interagency collaborations.

Speakers:

Mr. Damon C. Penn

Assistant Administrator, National Continuity Programs Directorate, Federal Emergency Management Agency

Mr. Patrick F. Kennedy

Under Secretary of Management, Department of State

Mr. Thomas (Todd) Harvey

Director, Partnering United States Southern Command, Department of Defense

Session XI: NDAA National Security Professional Development Study Update

Representatives from the Project on National Security Reform, the non-profit organization conducting the study, will provide a short overview of the study requirements and progress to date. They will solicit input from the audience to gain a better understanding of issues facing the NSP community.

Speakers:

Representatives from the Project on National Security Reform

Session XII: Creating an Interagency Community of National Security Professionals

What are the benefits of belonging to an interagency professional community? What are the challenges of starting and maintaining one? We will learn from the experience of both well-established and evolving new professional communities in the federal government. Topics will include: getting organized, establishing professional standards, continuing education and learning, organizational structure, career progression, and incentives, and networking and leveraging joint efforts.

Moderator:

Ms. Jimmie Vaughn

National Security Professional Development Implementation Office, Department of Defense

Speakers:

Mr. Michael McNerney

Principal Director for Plans, Office of the Secretary of Defense, Strategy, Plans, and Forces, Department of Defense

Mr. Garry Shafovaloff

Deputy Director, Acquisition, Technology and Logistics, Human Capital Initiatives, Department of Defense

Ms. Anita Blair

Chief Strategist, National Security Professional Development Integration Office

Mr. Peter McHugh

Coordinator, Reconstruction and Stabilization Programs, Department of Transportation

Session XIII: Wrap Up and Closing Remarks

Dr. Helsing will capture feedback from the Symposium audience on what they've heard, observed, and learned from attending the symposium. Most importantly, Dr. Helsing will elicit participant input on the way forward and specific actions we can take to build the interagency NSP community and ensure program success.

Speaker:

Dr. Jeff Helsing

Deputy Director Education and Training Center - Domestic United States Institute of Peace

NOTES

HOST BIOGRAPHIES



Vice Admiral Ann E. Rondeau

Vice Admiral Rondeau is the President, National Defense University. The National Defense University is the premier center for Joint Professional Military Education (JPME) and is under the direction of the Chairman, Joint Chiefs of Staff, Department of Defense.

Vice Admiral Rondeau graduated with a degree in history in 1973 from Eisenhower College, where she was selected by the Board of Trustees as “Most Distinguished Graduate” and received the Groben Award for Leadership. She has a master’s degree in comparative government from Georgetown University. She has served in leadership, staff and command assignments in myriad mission areas: fleet operations (anti-submarine warfare, air operations, operations, intelligence, maritime transportation and sealift), strategy and policy, training and education, business enterprise and shore installations. She has served as a White House Fellow and as a Chief of Naval Operations Fellow. Vice Admiral Rondeau is Surface Warfare qualified, earning qualifications on both MSC Merchant Marine vessels and U.S. Navy combatants. She holds subspecialty qualifications in political-military affairs, operational intelligence, operations analysis, strategy and planning and military transportation and is a licensed private pilot. Vice Admiral Rondeau is a permanent member of the Council on Foreign Relations. As President of NDU she is a member of the Board of Directors of the United States Institute for Peace, as well as Department of Defense liaison to The Center for the Study of the Presidency and Congress. She is currently pursuing a doctoral degree from Northern Illinois University. She has been conferred an honorary doctoral degree in public service from Carthage College, Kenosha, Wisconsin and received the New York City USO 2008 Woman of the Year award.

EDUCATION

- 1973 Bachelor’s degree in history from Eisenhower College
- 1973 Officer Candidate School

- 1974 Information Systems Officers School and Nuclear Weapons School
- 1977 Naval Intelligence Officers School
- 1982 Master's degree in comparative government from Georgetown University
- 1985 White House Fellow
- 1987 MTMC Port Operations Course
- 1995 Chief of Naval Operations (CNO) Fellow, Strategic Studies Group (Naval War College)
- 1997 Prospective Commanding Officer Shore Station Command Course
- 2000 Navy Executive Business Course (Naval Post Graduate School)
- 2001 Capstone (National Defense University)
- 2004 Leadership at the Peak (Center for Creative Leadership)
- 2004 Navy Corporate Business Course (Senior Executive Course, Keenan-Flagler School of Business, University of North Carolina, Chapel Hill)
- 2008 Pinnacle (National Defense University)

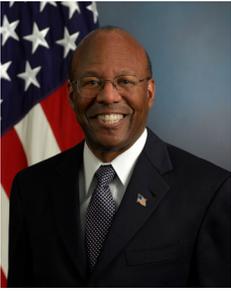
ASSIGNMENTS

- 1974 - 1976 Commander, Pacific Fleet, Fleet Communications
- 1976 - 1980 Patrol Squadron Fifty, Air Intelligence Officer and Operations Officer
- 1980 - 1982 Georgetown University
- 1982 - 1983 Navy Staff (Strategy and Policy/NATO-Europe Branch)
- 1983 - 1984 Office of Secretary of Defense (Policy Analysis)
- 1984 - 1985 Office of Secretary of Defense (African Affairs)
- 1985 - 1986 White House Fellow (Department of Justice)
- 1985 - 1987 Special Assistant for National Security Affairs to the United States Attorney General
- 1987 - 1989 Executive Officer, Fast Sealift Squadron One
- 1987 - 1989 Officer in Charge, Military Sealift Command Unit, New Orleans
- 1989 - 1990 CNO Executive Panel

- 1990 - 1992 Battalion Officer, United States Naval Academy
- 1992 - 1994 Commanding Officer, Naval Support Activity La Maddalena, Italy
- 1994 - 1995 CNO Fellow, Strategic Studies Group (Naval War College)
- 1995 - 1996 Military Assistant to Principal Under Secretary of Defense (Policy)
- 1996 - 1997 Quadrennial Defense Review
- 1997 - 1999 Commanding Officer, Naval Support Activity, Millington, TN
- 1999 - 2001 ACOS for Shore Installations (Commander, Pacific Fleet Staff)
- 2001 - 2004 Commander, Naval Training Command and Naval Service Training Command
- 2004 - 2005 Commander, Naval Personnel Development Command
- 2005 - 2006 Director, Navy Staff
- 2006 - 2009 Deputy Commander, United States Transportation Command
- 2009 - Present President, National Defense University

MAJOR AWARDS AND DECORATIONS

- Defense Distinguished Service Medal
- Navy Distinguished Service Medal
- Defense Superior Service Medal
- Legion of Merit (4)
- Defense Meritorious Service Medal (2)
- Navy Meritorious Service Medal (3)
- Navy Commendation Medal (3)



Dr. Clifford L. Stanley

Dr. Clifford L. Stanley is the senior policy advisor to the Secretary of Defense on recruitment, career development, pay and benefits for 1.4 million active duty military personnel, 1.3 million Guard and Reserve personnel, 680,000 DoD civilians, and is responsible for overseeing the overall state of military readiness.

Before assuming his current position, Dr. Stanley was President of Scholarship America, the nation's largest nonprofit, private-sector scholarship organization. Prior to assuming this position at Scholarship America, he served on the senior leadership team of the University of Pennsylvania as the Executive Vice President. In that capacity, he was responsible to the president for the non-academic functions of the university, such as business, finance, facilities maintenance, and campus security.

Dr. Stanley, a retired United States Marine Corps infantry officer, served 33 years in uniform, retiring as a Major General. His last position was as the Deputy Commanding General, Marine Corps Combat Development Command, Quantico, Virginia. Additionally, he served as the Marine Corps Principal Representative to the Joint Requirements Board which supported the Chairman of the Joint Chiefs of Staff in carrying out his responsibilities.

Other leadership positions included: Commanding General, Marine Corps Air Ground Combat Center, Twentynine Palms, CA; Director of Public Affairs, Headquarters Marine Corps, Washington DC; Assistant Deputy Chief of Staff for Manpower and Reserve Affairs, (Manpower Plans & Policy); Commanding Officer, 1st Marine Regiment, Desk Officer in the Office of the Assistant Secretary Of Defense, East Asia and Pacific Region; Advisor to the Secretary of Defense on POW/MIA Affairs; Special Assistant and Marine Corps Aide for the Assistant Secretary of the Navy; and instructor at the US Naval Academy. Secretary Stanley was also a White House Fellow where he served as Special Assistant to the Director of the Federal Bureau of Investigation.

Throughout his career, both in and out of the military, Dr. Stanley has helped men and women exceed their expectations while building cohesive teams dedicated to high achievement and selfless service. Dr. Stanley has a proven track record of being a visionary and inspirational leader dedicated to diversity, families, and a true sense of taking care of others.

Dr. Stanley is a graduate of South Carolina State University. He received his Master of Science degree from Johns Hopkins University, graduating with honors. His formal military education includes Amphibious Warfare School, the Naval War College, Honor Graduate of Marine Corps Command and Staff College, and National War College. Dr. Stanley earned his Doctorate Degree from the University of Pennsylvania, and holds Doctor of Laws degrees from South Carolina State University and Spalding University.



Kathleen Ott

Ms. Kathleen Ott is currently the Acting Deputy Under Secretary of Defense for Civilian Personnel Policy, OUSD(P&R). Previously, she served as the Acting Principal Director from April 2009. She continues to serve in her permanent capacity as the Director for Talent Acquisition, Development and Management. In this position she is responsible for civilian personnel policies in the areas of recruiting, staffing, quality of work life, compensation, benefits, performance and training, and for Base Realignments and Closure activities.

Prior to this assignment, Ms. Ott was assigned to the Deputy Assistant Secretary of the Navy (Civilian Human Resources), serving as the Department of the Navy National Security Personnel System (NSPS) implementation Program Manager. As such, she planned, managed and oversaw all activities required for the first successful implementation of NSPS to 4300 Navy employees from six Navy Commands.

Ms. Ott also has extensive experience in reengineering, which she gained in her position as the Deputy Director for the Department of the Navy Human Resources Reengineering. The Navy Reengineering program focused on improving human resource service delivery, while reducing delivery costs, through maximization of information technology, process improvements and, wherever possible, implementation of self-service.

Ms. Ott also served as the Director, Regional Operations Division, Human Resources Operations Center, where she was responsible for the oversight and operational management of the seven Department of the Navy Human Resources Service Centers (HRSCs). The HRSCs are located worldwide and provide Human Resources support in the areas of recruitment, pay, personnel transaction processing, and benefits to the 182,000 Department of the Navy civilian members.

Prior to relocating to the DC area, Ms. Ott served as the Assistant Director, Office of Civilian Personnel Management, Eastern Region, and

managed its Philadelphia Office. During this time, Ms. Ott served as a member of the Philadelphia Naval Shipyard and Naval Station closure team.

Ms. Ott is the recipient of numerous awards including former Vice President Gore's Government Reinvention Award, which she received in recognition of her work on the Shipyard closure team. Ms. Ott has also received the Department of the Navy Superior Civilian Service Award and numerous performance awards.

Ms. Ott graduated from Temple University with a degree in Business Administration and has done graduate work at Drexel University.

NOTES

KEYNOTE BIOGRAPHIES



Ambassador Mary Carlin Yates

Ambassador Mary Carlin Yates, a senior U.S. diplomat from the Department of State, joined the National Security Council as Senior Advisor for Strategic Planning and Special Assistant to the President in June, 2009. She comes to the NSC directly from serving as Deputy to the Commander for Civil-Military Activities (DCMA) of United States Africa Command, October 2007 – May 2009. Among U.S. geographic commands, the Africa Command was the first to have two co-equal 3-star level deputies -- a civilian deputy (DCMA) and a military deputy (DCMO).

As U.S. Africa Command's DCMA, Ambassador Yates supervised the command's directorates for Plans, Programs and Strategy, and Outreach which included, Strategic Communication and Partnership initiatives assuring that policy development and implementation were consistent with U.S. Foreign Policy.

From September 2005 through September 2007, Ambassador Yates served as Foreign Policy Advisor (POLAD) to the United States European Command (EUCOM). European Command's Area of Responsibility encompasses 92 countries in Europe, Eurasia, Africa and the Middle East. In her capacity as POLAD, Ambassador Yates ensured U.S. foreign policy was coordinated with the Commander's theater security policies and regional strategy objectives and provided "reach-back" between the Command and the Department of State, National Security Council, and the numerous U.S. embassies throughout the AOR. She was awarded the Department of Defense's second highest civilian honor, the Joint Meritorious Civilian Service Award, for this outstanding service.

Ambassador Yates is a Career Member of the Senior Foreign Service, Class of Minister Counselor, who began her diplomatic career in 1980. She served as U.S. Ambassador to the Republic of Ghana from 2002 until 2005 and was recognized with Presidential Performance Award for

Excellence in 2004. While Ambassador to the Republic of Burundi from 1999 until 2002, she worked extensively to bring peace and stability through the Burundian Peace Process in Arusha, led by former South African President Nelson Mandela. She also serviced in Kinshasa, Zaire (Congo) as Political Officer and then Public Affairs Counselor from 1991-95 occurred during the genocide in neighboring Rwanda.

Her other assignments included U.S. Embassy, Paris from 1995-99 as Press Attaché and then as Senior Cultural Attaché; Office Director in the Bureau of Public Affairs of the East Asia and Pacific Affairs at the Department of State; Assistant Information Officer and Spokesperson for the U.S./Philippine Military Bases Talks in Manila, and as Branch Public Affairs Officer in Kwangju, Korea. She has earned a the prestigious Lois Roth Award for Cultural Diplomacy, Sustained Superior Honor Awards, and two Meritorious Honor Awards.

A native of Portland, Oregon, Ambassador Yates earned her BA in English from Oregon State University and a Masters in Comparative East-West Humanities from New York University (NYU), where she advanced to candidacy for the Doctor of Philosophy degree in Asian Studies. She was awarded an Honorary Doctorate of English from her alma mater Oregon State University in June 2007. Her languages are French and Korean.

She is married to a retired Foreign Service Officer, John M. Yates, who has served as the U.S. Special Envoy to Somalia after ambassadorships in Cameroon and Equatorial Guinea; Republic of Benin, and Republic of the Cape Verde. She is the step-mother of five children.



Ambassador Francis J. Ricciardone, Jr.

Francis J. Ricciardone, Jr. was sworn in as Ambassador to the Arab Republic of Egypt on August 26, 2005. He was nominated by President Bush on July 25, 2005, and confirmed by the Senate on July 29, 2005. Previously, Ambassador Ricciardone served as Ambassador to the Republic of the Philippines and the Republic of Palau from 2002 to 2005. Prior to that, he served as Director of the Department's Task Force on the Coalition against Terrorism and as a Senior Advisor to the Director General of the Foreign Service. From March 1999 until early 2001, he served as the Secretary of State's Special Coordinator for the Transition of Iraq.

Ambassador Ricciardone's Foreign Service assignments include two tours in Turkey, most recently (1995-1999) as Deputy Chief of Mission and Charge d'Affaires; and service in Cairo, Amman, and London. He served in two multinational military deployments: as chief of the Civilian Observer Unit of the Multinational Force and Observers in Egypt's Sinai Desert, and as Political Advisor to the U.S. and Turkish commanding generals of Operation Provide Comfort, based in Turkey and operating in Iraq. In Washington, DC, he has served in the Bureau of Intelligence and Research, the Bureau of Near Eastern Affairs, and in senior management positions under the Director General of the Foreign Service and of Human Resources. He has won high awards for policy and program management and for political reporting.

Ambassador Ricciardone was born in Boston and graduated from Malden Catholic High School. Upon graduation summa cum laude from Dartmouth College in 1973, he received a Fulbright Scholarship for teaching and study in Italy. He went to Iran as a teacher in 1976, traveling widely in Southwest Asia, Europe, and the Middle East until he entered the Foreign Service in 1978. Recently he was nominated by President Obama to fill the position of United States Department of State Ambassador to the Republic of Turkey. He speaks Italian, Turkish, Arabic, and French.



William (Bill) Eggers

William (Bill) Eggers is one of the country's best known authorities on government reform. An author, columnist, and popular speaker for two decades, he has built a significant following among public sector thought leaders in the United States, Canada, and overseas. Mr. Eggers has advised dozens of cities, states, and foreign countries and trained hundreds of public officials on government restructuring. He is a sought after speaker, giving close to 100 speeches each year.

Currently as the global director for Deloitte Research and executive director of Deloitte's Public Leadership Institute, he is responsible for research and thought leadership for Deloitte's Public Sector practice.

Mr. Eggers is a former appointee to the U.S. Office of Management and Budget's Performance Measurement Advisory Commission and the former Project Director for the Texas Performance Review/e-Texas initiative. He was involved in two performance reviews, in which he identified more than \$2.5 billion worth of savings and non-tax revenues for the state. More than sixty percent of the recommendations in the reviews were enacted into law. Mr. Eggers also served as a Commissioner for the Texas Incentive and Productivity Commission and a designee on the Texas Council on Competitive Government.

Mr. Eggers is the author of numerous books on government reform, including *Governing by Network* - the winner of the National Academy of Public Administration's 2005 Louis Brownlow Award for best book on public management. In addition, his book *Revolution, At the Roots*, won the 1996 Sir Anthony Fisher Award for the book "making the greatest contribution to the understanding of the free economy during the past two years."

Mr. Eggers is a former senior fellow at the Manhattan Institute for Policy Research and the former director of Government Reform at the

Reason Public Policy Institute, a Los Angeles-based think tank. Prior to joining the Reason Foundation, Mr. Eggers assisted reformers in Eastern Europe and the former Soviet Union with the transition to market economies. He is the 1996 winner of the prestigious Roe Award for leadership and innovation in public policy research and he also received the 2002 APEX award for excellence in business journalism.

Mr. Eggers graduated magna cum laude from the University of California at San Diego.

NOTES

SPEAKER BIOGRAPHIES

Anita Blair

Chief Strategist
National Security Professional Development
Integration Office

Ms. Blair is currently responsible for implementing training, education, and professional experience initiatives to improve interagency coordination. In prior federal service, she was Acting Assistant Secretary of the Navy for Manpower and Reserve Affairs in 2008-2009, and beginning in 2001, served as Deputy Assistant Secretary of the Navy for Total Force Transformation. In that position she was Program Executive for the Department's Human Capital Strategy and Implementation Plan. She received Department of the Navy Distinguished Public Service Awards in 2007 and 2009. She chaired the 1997-1998 Congressional Commission on Military Training and Gender-Related Issues. As a Distinguished Fellow at the Project on National Security Reform, she contributed to its 2009 report, Forging a New Shield. Before entering federal employment, she practiced law for over 20 years, concentrating in business law and constitutional equal protection law.

Ms. Blair earned her B.A. in Classical Greek and Geography from the University of Michigan and her J.D. from the University Of Virginia School Of Law.

William Bryan

Deputy Assistant Secretary
Infrastructure Security & Energy Restoration
Office of Electricity Delivery & Energy Reliability
Department of Energy

As a career Senior Executive, Mr. Bryan oversees the collection, analysis, and dissemination of vital information to all involved in energy response and restoration efforts. Mr. Bryan leads Department of Energy's efforts in the coordination and collaboration of energy sector-related reliability and resiliency activities between the energy industry and the federal government. He also leads the office in support of the electricity, oil, and natural gas industries in the development and implementation of infrastructure protection strategies and methodologies both at home and abroad.

Before assuming his current position, Mr. Bryan served as the Director for Critical Infrastructure Protection in the Office of the Under Secretary of Defense for Policy at the U.S. Department of Defense. He led all Critical Infrastructure Protection and Defense Industrial Base related activities within this office, and advised key Defense leadership on the relevance of current capabilities, methodologies, and technologies in support of military and civil homeland defense efforts deemed essential to national security.

Mr. Bryan holds a M. S. degree in Strategic Intelligence from the Joint Military Intelligence College in Washington, DC, and a B.S. in Logistics Systems Management (Summa Cum Laude) from Colorado Technical University in Colorado Springs, CO.

David DeCarme

Director, International Transportation & Trade
Office of the Secretary
Department of Transportation

Mr. DeCarme assumed the position of Office Director in February, 2010 where he provides oversight over the Department's international policy and strategic planning functions in addition to support for the Secretary's international protocol and diplomatic activities. Mr. DeCarme's office is now establishing the Department's office in Kabul, Afghanistan to assist with reconstruction and stabilization efforts. Prior to being Director, Mr. DeCarme was the Transportation Attaché at the U.S. Embassy in Baghdad, Iraq from October, 2008 until November, 2009. In this capacity his office worked with Embassy and Multinational Force Iraq staff to provide assistance to the Iraqi Ministries of Transportation as well as Housing and Construction for the reconstruction and operation of Iraq's transport system. Prior to Iraq, Mr. DeCarme served as the Deputy Director of the Secretary's Office of International Transportation and Trade in Washington D.C., since 1992. His office negotiated the land transportation provisions of the North American Free Trade Agreement (NAFTA), and was with the Federal Motor Carrier Safety Administration, responsible for a safe implementation of those provisions. Mr. DeCarme's office provided the leadership for the Land Transportation Standards Subcommittee established by the NAFTA to make the transportation regulatory regimes of Canada, the United States and

Mexico more compatible. Following 9/11, he was detailed to the Office of Management and Budget where he worked on the organizational structure for the new Department of Homeland Security.

Prior, Mr. DeCarme managed the Federal Aviation Administration's work with the United Nation's International Civil Aviation Organization (better known as ICAO) as manager of Airport Data Programs from 1982 through 1987.

In addition to courses taken at the U.S. Naval War College, Mr. DeCarme holds a Bachelor's degree in Business Administration from Clarion University and a Master's degree in Economics from Catholic University of America.

James F. Dobbins

Director
International Security and Defense Policy Center

Mr. Dobbins directs RAND's International Security and Defense Policy Center. He has held State Department and White House posts including Assistant Secretary of State for Europe, Special Assistant to the President for the Western Hemisphere, Special Adviser to the President and Secretary of State for the Balkans, and Ambassador to the European Community. He has handled a variety of crisis management assignments during the Clinton and Bush Administrations, including Representative to the Afghan opposition. He is lead author of the three-volume RAND History of Nation Building and Occupying Iraq: A History of the Coalition Provisional Authority.

Mr. Dobbins graduated from the Georgetown School of Foreign Service and served 3 years in the U.S. Navy. He is married to Toril Kleivdal, and has two sons.

Cathy Downes

Professor of Information Management, I-College
National Defense University

Originally from New Zealand, Dr. Cathy Downes develops and teaches graduate courses for mid-to senior-career officers and civilians from national security-related government agencies. She is the Course Leader for courses on Multi-Agency Collaboration, Net-centric Warfare and Operations, and Business Process Improvement. In 2010, her course on Net-centric Warfare and Operations was recognized with an award for outstanding contribution to the development of network-centric operations by the Institute for the Defense and Government Advancement. She co-leads the College's Global Strategic Landscape Course in the Government Strategic Leader Program. Dr. Downes' research includes an Inter-Agency Collaboration Maturity Model to aid efforts to improve multi-agency collaboration; next generation Information-enablers for senior leader and executive education, and military lessons learned programs for transferring group tacit knowledge and experience.

Prior to joining National Defense University, Dr. Downes served 13 years with the New Zealand Defense Force, completing her service as the J-5 Director of Military Policy Development (SES). Dr. Downes has a Ph.D. and M.A. from Lancaster University, UK, and U.S. DoD CIO Certificate. She is also a graduate of the Australian Defence [sic] Industrial Mobilisation [sic] Course.

Natalie Duncan

Former Senior Adviser to Director
U.S. Citizenship and Immigration Service
Department of Homeland Defense

Ms. Duncan currently serves as the Senior Advisor to the President, Army Civilian University, delivering strategic analysis and advice related to civilian leader development and academic governance. Prior to her current position, Ms. Duncan served in the U.S. Department of Homeland Security as Senior Advisor to the Director of U.S. Citizenship and Immigration Services (USCIS). She was charged with formulating and implementing strategies to improve interagency collaboration

on national security matters. She was also responsible for the establishment and executive oversight of the US Citizen and Immigration Services (USCIS) Academy, executing enterprise-wide human capital management strategies to achieve mission objectives, and improving fiscal accountability and responsiveness of the USCIS Office of the Chief Information Officer. Additionally, she previously served on the Board of Visitors of the National Defense University, which provides the Secretary of Defense with advice and recommendations on organizational management, curricula, methods of instruction, and other matters.

Ms. Duncan holds a M.A. in Organizational Sociology and a B.A. in History from Stanford University. She is married to Stephen M. Duncan, a former Assistant Secretary of Defense and a former Assistant U.S. Attorney.

Leonard R. Hawley

Former Deputy Assistant Secretary
Department of State

Mr. Hawley served on the policy team of the National 9/11 Commission. He was responsible for investigating U.S. counterterrorism policy in State, Defense, Justice, OMB, and the FBI from 1998 through the attacks of September 11, 2001. As a Deputy Assistant Secretary of State, he directed U.S. engagement and political-military preparations for multilateral interventions to regional crises including Kosovo, East Timor, Lebanon, Congo, Sierra Leone, Eritrea-Ethiopia, and Afghanistan. Mr. Hawley was the Principal Deputy Director of the National Y2K Response Task Force, served on the National Security Council staff as Director for Multilateral Affairs, acted as Deputy Assistant Secretary of Defense for Peacekeeping and Humanitarian Assistance, worked on staff in the U.S. Senate and the House of Representatives with special responsibility for force planning in the post-Cold War era, emerging Defense program requirements, and Goldwater-Nichols implementation. Recently, Mr. Hawley co-edited *The Quest for Viable Peace: Strategies for International Intervention and Conflict Transformation*, published by the United States Institute of Peace, Washington, DC. Currently, Mr. Hawley advises the National Security Council, State Department, Joint Staff and U.S. Joint Forces Command on contemporary policy issues and interagency pol-mil planning. He also advises on major advanced research projects of the Defense Department.

Todd Harvey

Director
J9 United States Southern Command
Department of Defense

Mr. Harvey is responsible for identifying interagency opportunities and aligning U.S. Southern Command efforts to expand collaboration and integration of interagency representation at U.S. Southern Command. From 2007 to 2009, Mr. Harvey served as the Chief of Staff in the Office of the Secretary of Defense Policy office of International Security Affairs, which oversees development of DoD policy guidance related to the Middle East, NATO, Europe, and Africa. He provided direction to the organization's more than 100 personnel in preparing written and briefing materials for senior DoD leadership and ensures the timeliness and quality of all the organization's products. He also oversaw personnel, financial, administrative, and other enterprise related matters within the organization.

Mr. Harvey has held numerous regional and functional positions within Office of Secretary of Defense Policy including Country Director for the Korean Peninsula, served as part of a small interagency advisory team for a presidentially-directed review of North Korean policy, OSD Director for Humanitarian Affairs, and spearheaded efforts to more closely align DoD humanitarian activities with national security priorities globally. After 9/11, he engineered creative approaches for allocating DoD humanitarian resources to Civil Affairs and Special Forces teams in Afghanistan. Mr. Harvey also developed new guidelines for DoD participation in disaster response operations and led OSD efforts in response to various disasters, from earthquakes in India, El Salvador and Iran, to hurricanes in the Caribbean and Central America.

Mr. Harvey has also served as OSD Principal Director for Stability Operations, playing a prominent role in developing a DoD directive placing stability operations on a par with combat operations. He led OSD Task Forces overseeing DoD contributions to Pakistan earthquake relief efforts and addressing the humanitarian crisis accompanying the July 2006 Israel- Lebanon conflict. In addition, Mr. Harvey was centrally involved in developing the rationale and strategy for passage of new DoD global train and equip and stabilization authorities (Sections 1206 and 1207). He oversaw implementation of these and other ground-breaking authorities in his next position as Principal Director for Partnership Strategy from 2007 to 2008.

Mr. Harvey began his professional career in the U.S. Army as a scout helicopter pilot and paratrooper for four years in the 82nd Airborne Division. He holds a B.S. in Foreign Service from Georgetown University's School of Foreign Service and, a M.A. from the Fletcher School of Law and Diplomacy and the National War College. Mr. Harvey's honorary awards include the DoD Distinguished Civilian Service Award, the Chairman, Joint Chiefs of Staff Meritorious Civilian Service Award, the DoD Exceptional Civilian Service Award, and the OSD Award for Excellence.

Jeffrey W. Helsing

Deputy Director
Domestic Education and Training Programs
U.S. Institute of Peace

Dr. Helsing oversees much of the Institute of Peace educational outreach in the United States, and has contributed much to the Institute's professional training and been responsible for faculty and teacher workshops as well as curriculum development in the United States and in conflict zones abroad, particularly in the Middle East. Dr. Helsing teaches the Institute's course for practitioners on "Social Reconstruction and Human Security" and contributes to the courses on "Governance and Democracy" and "Leading Adaptive Teams in Conflict Environments."

For the past seven years, Dr. Helsing has worked with groups in Israel and the Palestinian Authority training educators, NGO workers, university students and young leaders in developing conflict resolution, nonviolence, human rights, and communication and facilitation skills. Dr. Helsing recently served as the education expert on a Senior Advisory Panel for the first United Nations evaluation of the work of United Nations Relief Works Agency in its task of providing for the needs of Palestinian refugees. He is the co-editor of the United States Institute of Peace publication Human Rights and Conflict: Exploring the Links between Rights, Law and Peacebuilding.

Patrick F. Kennedy

Under Secretary, Management
Department of State

Secretary Kennedy, a Career Minister in the Foreign Service, was confirmed by the U.S. Senate as Under Secretary of State for Management on November 6, 2007. As Under Secretary for Management, he is responsible for the people, resources, facilities, technology, consular affairs, and security of the Department of State and is the Secretary's principal advisor on management issues. He also provides regular direction to the Bureau of Resource Management, and the Chief Financial Officer serves as a core member of his senior management team. He is the State Department's representative on the President's Management Council.

Prior to assuming this position, Secretary Kennedy was Director of the Office of Management Policy, Rightsizing, and Innovation from May 2007; Deputy Director of National Intelligence for Management from April 2005 to May 2007; and from February 2005 to April 2005, he headed the Transition Team that set up the newly created Office of the Director of National Intelligence. From September 2001 to May 2005, he was U.S. Representative to the United Nations for Management and Reform with the Rank of Ambassador. During this period he also served from May 2003 to the end of November 2003 as Chief of Staff of the Coalition Provisional Authority in Iraq, and from May 2004 to late August 2004 as the Chief of Staff of the Transition Unit in Iraq.

In 1993 he became Assistant Secretary of State for Administration and served in the post until 2001. Concurrently, from August 1996 to August 1997, he served as the Acting Under Secretary for Management; during 1998, he was Acting Assistant Secretary of State for Diplomatic Security; and from 1997 to 2001 as the coordinator for the reorganization of the foreign affairs agencies. From 1973, when he joined the Foreign Service, to 1993, he served in a number of positions in Washington and overseas, including as Management Counselor at the Embassy in Cairo and Executive Director and Deputy Executive Secretary of the Executive Secretariat.

Secretary Kennedy is a native of Chicago, Illinois and received a BSFS from Georgetown University.

L. Erik Kjonnerod

Director of the Center for Applied Strategic Learning
National Defense University
Department of Defense

Professor Kjonnerod is a specialist in politico-military policy exercises and crisis decision-making simulations. He is a noted Latin American civil-military specialist who has served in military and diplomatic postings throughout the Americas. He previously served as the military planner for Central America and the Caribbean in the Western Hemisphere Division of the Strategic Planning Directorate of the Joint Staff. A career U. S. Army infantry officer, he served tours in Europe, Latin America and Asia.

Professor Kjonnerod earned his B.A. degree from Rutgers University, and M.A. from the University of Illinois. He has been widely published on a number of regional and functional topics. He is an Adjunct Professor at George Washington University and lectures at the Foreign Service Institute.

Penny Koerner

Education & Training Manager
National Security Professional Development
Integration Office

Ms. Koerner supports the integration efforts of 17 federal National Security Professional Development organizations serving as the principle program analyst for all matters dealing with training and education within the interagency. Prior, Ms. Koerner worked in the private sector in logistics and strategic communications providing program management, analysis, development, and coordination in a wide range of acquisition and logistics related programs and projects. Additionally, she provided oversight for, facilitated and integrated enterprise-level client strategic planning and strategic communications efforts. A retired US Air Force Colonel, Ms. Koerner's military career was highlighted by command at every level culminating with her assignment as military faculty to the Industrial College of the Armed Forces (ICAF), National Defense University. In her role at National Defense University she directed research by senior military and government leaders, advised students and taught.

She earned a B.S.E. in Theatre Arts and Communications, and a M.A. in Organizational Communications from Central Missouri State University, and a M.S. in National Resource Strategy from the Industrial College of the Armed Forces.

Sheryl Maddux

Deputy Director

Office of Homeland Security & Emergency Coordination
Department of Agriculture

Ms. Maddux, currently the Deputy Director of the newly created Office of Homeland Security and Emergency Coordination under the new Departmental Management area at USDA, provides Departmental executive leadership in government-wide initiatives pertaining to Homeland Security, Physical Security, Emergency Programs, Continuity of Operations (COOP), Continuity of Government (COG), Radiation Safety, Personnel and Document Security and Executive Protection Operations.

Ms. Maddux has served as the Deputy Director, Acting Director and the Director with the U.S. Department of Agriculture, Office of Homeland Security. She has been with the office since it was created in 2002. In this role, she acts as liaison with external entities on policy matters, planning, budget and focuses upon food defense and agricultural security. Ms. Maddux is also the USDA Emergency Coordinator and coordinates the emergency preparedness and response programs within USDA. Prior to this, Ms. Maddux was with the United States Forest Service where she spent 22 years in various positions including Forester, Fire Economist, Fire Systems Analyst, District Ranger, Regional Fire Planner, and Branch Chief for Disaster/Emergency Operations and International Fire. She has been a member of Incident Management Teams for numerous incidents and traveled extensively to foreign countries for both emergency work and food defense and agricultural security. She is the USDA NATO representative to the Civil Emergency Planning –Food and Agriculture Planning Committee.

Ms. Maddux is a graduate from the University of Illinois, Champaign-Urbana, IL.

Mary McCully

Chair & Professor
Informational Systems, I – College
National Defense University

Dr. McCully is responsible for the Chief Information Officer curriculum that satisfies U.S. federal legislative and CIO Council mandates, and the Organization Transformation curriculum that educates strategic leaders to leverage the information component of national power to transform their organizations. She co-leads the College international partners' educational programs.

Elizabeth A. McDaniel

Dean of Faculty and Academic Programs
Information Resources Management College
National Defense University

Dr. McDaniel is responsible for academic direction, programs and services, quality and delivery, and faculty resources of the college. As a faculty member, campus leader, administrator, and scholar, Dr. McDaniel has focused on interdisciplinary education, general and liberal education, and innovation in curriculum and instruction. She is also experienced in strategic planning, multicultural and international issues, faculty collaboration, and e-learning. Her most recent writing relates to organizational agility, self-efficacy of higher education leaders, and leadership development.

Dr. McDaniel earned a Ph.D. from the University of Miami, a master's degree from Barry University, and a bachelor's degree from the University of Florida. Her educational background in psychology and education underlie her commitment to teaching and learning.

Michael McNerney

Principal Director for Plans
Office of the Under Secretary of Defense

Mr. McNerney and his staff support the Secretary of Defense in providing strategic-level policy guidance on Department of Defense and interagency plans, planning assessments, force management, and overseas basing. He has been a civil servant in the Office of the Secretary of Defense for 16 years and is a member of the Senior Executive Service.

In his previous position as Director of International Capacity Building from 2005 to 2008, he was responsible for Department of Defense efforts to build the capacity of partner countries to conduct stability operations and irregular warfare. He and his staff provided policy oversight for almost \$600 million in international training, equipping, education, and engagement programs. He spent the 2004/5 academic year on the faculty of the George C. Marshall European Center for Security Studies. His earlier assignments in the Office of the Secretary of Defense included policy support for U.S. military operations in Afghanistan, humanitarian assistance and disaster response, international environmental issues, nuclear arms control, and defense budgeting. Prior to working in the Office of the Secretary of Defense, Mr. McNerney worked at Los Alamos National Laboratory.

Mr. McNerney has an M.A. in International Relations from the University of Maryland, a B.A. in Government and German from the University of Notre Dame, and attended the University of Innsbruck as a foreign exchange student. He wrote or co-authored book chapters on civil-military operations in Afghanistan, military involvement in humanitarian activities, and conventional arms control, and an article in Parameters on Provincial Reconstruction Teams in Afghanistan.

He lives in Falls Church, Virginia, with his wife, Katie, sons Kevin and Aidan, and daughter Kathleen.

Chafiq Moummi

Senior Intelligence Officer for Weapons of Mass Destruction
and Proliferation,
FBI Headquarters, Department of Justice

Prior to his current position, Dr. Moummi has held other assignments within the FBI National Security Branch including serving as a Language Analyst, Intelligence Analyst, Supervisory Intelligence Analyst, and Counterterrorism Unit Chief. He most recently received his Intelligence Community Officer Certification, and he obtained the Joint Intelligence Community Duty credit in 2008. Prior to government service, Dr. Moummi spent over 15 years in the pharmaceutical and biomedical industries.

Dr. Moummi holds a B.S. degree in biochemistry, M.S. and Ph.D. degrees in pharmacology, and an executive MBA. He spent three years as a post-doctoral research fellow at Harvard University and University of Wisconsin-Madison. In July 2010, he completed his Master's degree in Strategic Intelligence from the National Defense Intelligence College.

Carl Pavetto

Deputy Associate Administrator for Emergency Operations
Department of Energy
National Nuclear Security Administration

Mr. Pavetto has more than 35 years of professional experience as an engineer and attorney. Prior to the Department of Energy/National Nuclear Security Administration, he spent 20 years in federal service at the United States Department of the Interior, National Oceanic and Atmospheric Administration, United States Army, and United States Environmental Protection Agency. In addition to his federal government experience, Mr. Pavetto has served as Bureau Chief at the Connecticut Department of Environmental Protection where he was in charge of air pollution and radiation control programs. Mr. Pavetto has 15 years of experience in private law practice where he counseled and represented a broad range of commercial and industrial clients throughout the Northeastern United States on environmental compliance and safety and health matters.

Mr. Pavetto has a Bachelor of Science degree in engineering from the University of Pittsburgh, a Master of Science and law degree from The George Washington University, and a Master of Public Administration degree from the American University.

John Pendleton

Director of Force Structure and Defense Planning Issues in
the Defense Capabilities and Management Team
General Accountability Office

Mr. Pendleton is tasked with a variety of future-oriented engagements, including topics like ballistic missile defense, nuclear requirements, global military posture, interagency collaboration, stability operations, as well as reviews of Army and Navy conventional force structure plans, among other topics. Recent projects he has overseen have covered an array of defense-related programs, including reviews of efforts to establish Africa Command, improve care in the wake of the Walter Reed scandal, respond to Hurricane Katrina, and maintain military readiness in the face of repeated deployments. Mr. Pendleton also serves as GAO's strategic planner for defense issues, and hosts a speaker series that brings in experts from government and industry. In addition to his defense portfolio, he serves as the co-lead for work in Georgia examining how the states and local governments are managing billions in Recovery Act funding. Mr. Pendleton assumed his current position in 2008, when he was appointed to the Senior Executive Service.

Mr. Pendleton has a business degree from the University of Kentucky and has attended national security courses at Syracuse, National Defense University, Naval Postgraduate School, and Army Command and General Staff College, as well as attended leadership training at Harvard, Center for Creative Leadership, and the Aspen Institute.

Damon Penn

Assistant Administrator
National Continuity Programs Directorate
Federal Emergency Management Agency

Mr. Damon Penn joined the National Continuity Programs in 2009 after retiring from the U.S. Army as a Colonel. In 2004, Mr. Penn served as the Defense Coordinating Officer for Florida as part of the FEMA emergency response team, responsible for all Department of Defense assets, providing millions of pounds of relief supplies and other forms of support to assist the Florida emergency management effort. He also served as the Defense Coordinating Officer in support of Mississippi's efforts during hurricane Katrina.

Prior, Mr. Penn spent more than two years as the Director of Operations for the Joint Force Headquarters, National Capitol Region and the United States. In this capacity, Mr. Penn oversaw intelligence, operations, force protection/anti-terrorism, planning, operations center, training, ceremonies, and security for the largest and most influential directorate in the command. Mr. Penn worked directly with local, state, and federal partners to reinforce the Department of Defense's role as a supporter of the lead federal agency during a crisis. He directed numerous national security events, including the 2009 Presidential Inauguration, two State-of-the-Union addresses, and official visits from Queen Elizabeth and Pope Benedict XVI.

Having served over 30 years in the U.S. Army, Mr. Penn held numerous leadership positions, including US Army Advisor to the Iraqi National Police, Commander of the Training Support Brigade; Army Branch Chief at U.S. Army Human Resources Command; Inspector General with the 4th Infantry Division; and Battalion Commander of the 1st Battalion, 67th Armor, 4th Infantry Division.

Mr. Penn received several top honors during his distinguished military career including: two Legion of Merit awards, the Bronze Star Medal, two Defense Meritorious Service Medals, five Meritorious Service Medals, four Army Commendation Medals, and the Combat Action Badge, among many other honors and awards.

Mr. Penn earned a M.A. in National Security and Strategic Studies from the U.S. Navy War College, a M. S. in Administration from Central Michigan University, and a B. S. in Criminal Justice from the University of North Carolina, Charlotte.

Garry Shafovaloff

Deputy Director Acquisition, Technology & Logistics, Human Capital Initiatives
Department of Defense

Mr. Shafovaloff supports the Director and AT&L leadership on human capital strategic planning, oversight, analysis and initiatives for the 133,000 members of the defense acquisition workforce. He assisted in planning the Secretary of Defense Acquisition Workforce growth strategy to increase the workforce to 20,000 by 2015. He led efforts to develop and publish the April 2010 Department of Defense Acquisition Strategic Workforce Plan (report to Congress).

Responsibilities have also included developing an extensive enterprise-level acquisition workforce analysis capability to include workforce inventory modeling and competency modeling in partnership with RAND and the Center for Naval Analysis. Other assignments included serving as the Director, AT&L Workforce & Career Management; the Director, Acquisition Career Management for defense agencies; and Associate Dean, Defense Acquisition University, Midwest.

Jimmie H. Vaughn

Human Resources Strategic Partner
Department of Defense National Security Professional Development Implementation Office

Ms. Vaughn manages the National Security Professional Development Human Capital framework and leads the strategic communication efforts for DoD National Security Professional Development Implementation Office. Ms. Vaughn works in partnership with the Office of the Deputy Under Secretary of Defense - Civilian Personnel Policy and represents Civilian Personnel Management Service in matters related to planning and implementing NSPD. She has over 25 years experience as a Human Resources professional in the Department of Defense, including 12 years with Civilian Personnel Management Service, supporting programs associated with Regionalization & Systems Modernization and Human Resources Business, Information and Technology Solutions. Ms. Vaughn also worked with Department of Army in several of its Major Commands to include, HQ, US Army Materiel Command; HQ, US Army Europe; and

the US Military District of Washington, providing Human Resources policy guidance and operational advice and support.

Ms. Vaughn is a graduate of the U.S. Army War College with a Masters in Strategic Studies. She also holds a M.P.A. from American University, and a B.S. in Education from West Texas A&M University.

Sandra (Sandy) Wells

Director, Strategic Employee Development
Department of Interior

Dr. Wells has over twenty-five years' experience in the field of Organization and Human Resource Development. In her current role, she is responsible for building capacity and capability in the workforce, ensuring our leaders have the skills to lead the organization to accomplish the mission. Prior to joining the Department of Interior, Dr. Wells was the Director of Organizational Effectiveness for the General Services Administration's (GSA) Public Buildings Service. During her tenure at GSA, she led teams in human resources, vendor alliance, and the acquisition workforce division. Prior to joining the federal civilian service, Dr. Wells worked with leaders of Fortune 500 companies to design and lead organization change. She has served as a consultant at Lockheed Martin, Northrop Grumman, and Computer Sciences Corporation, directed Organization Development and Training for Applied Materials Worldwide Manufacturing Operations, served as an executive leadership coach, and has worked in partnership with healthcare executives and staff to lead culture change in healthcare systems.

Dr. Wells completed her bachelor's degree at the State University of New York at Stony Brook, her Master's degree in Adult Education and Organization Development at Kansas State University, and completed her doctorate in Organization Development at North Carolina State University, and a graduate of the U.S. Army Organization Effectiveness School. Her research in leadership development was published in her book, Women Entrepreneurs: Developing Leaders for Success, part of a Columbia University series on entrepreneurs. She has taught at Temple University, Pace University, and the University of Texas at Austin. Her work in developing client-centric organizational cultures was recognized as a "Best Practice" in Linkage's Best Practices in Organization and Human Resource Development (2001).

John Yaeger

Vice President for Academic Affairs
National Defense University, Department of Defense

Dr. Yaeger is Vice President for Academic Affairs at the National Defense University (NDU). A former P-3 pilot, Dr. Yaeger spent 30 years in the US Navy. Prior to being assigned to the NDU staff Dr. Yaeger was at the Industrial College of the Armed Forces (ICAF) as a student, Professor of Strategy, Associate Dean of Faculty, Dean of Faculty and Director of Institutional Research.

In addition to ICAF, Dr. Yaeger graduated from the US Naval Academy, the Naval Postgraduate School (Systems Technology (ASW)), and earned a Doctor of Education degree from the George Washington University.

Harry (Rich) Yarger

Ministry Reform Advisor in the Security, Reconstruction
and Transition Division of the Peacekeeping & Stability
Operations Institute
Army War College

Prior to his current role, Dr. Yarger served as Professor of National Security Policy in the Department of National Security and Strategy at the U.S. Army War College where he held the Elihu Root Chair of Military Studies and taught courses in: Fundamentals of Strategic Thinking; Theory of War and Strategy; National Security Policy and Strategy; Grand Strategy; Terrorism; and the Interagency. His research focuses on strategic theory, national security policy and strategy, terrorism, irregular warfare, effective governance, and the education and development of strategic level leaders. In addition to teaching positions, he served five years as the Chairman of the War College's Department of Distance Education. Dr. Yarger has also taught at the undergraduate level at several local colleges. His latest work, *Strategy and the National Security Professional: Strategic Thinking and Strategy Formulation in the 21st Century* was released by Praeger Security International in July of 2008. A retired Army colonel, he is a Vietnam veteran and served in both Germany and Korea.

Dr. Yarger is a graduate of the Army War College and obtained his doctorate in history from Temple University with fields in U.S. military history, U.S. diplomatic history, European Diplomatic history, and American social history.

NOTES

EVALUATIONS

EVALUATIONS

Thank you for attending National Security Professionals: Forming an Interagency Community symposium. We hope that this is the first of many more to come. To evaluate and improve this event, we'd like your thoughts and opinions about the individual sessions and the Symposium as a whole.

There is an evaluation form for each session on the following pages, and an overall Symposium evaluation form at the end of the section.

Please complete a session evaluation form for each session, as well as the overall Symposium evaluation form at the conclusion, and drop the forms in the drop-box marked "Evaluation Feedback" outside the auditorium.

We will use your comments for evaluating the Symposium and for planning future events. Your ideas and suggestions for this event, and others, would be especially helpful. Your input is critical in helping us contemplate the direction of future National Security Professional symposia.

Thank you in advance for your time and assistance.

Sincerely,
Symposium Working Group
National Security Professional Development Implementation Office
Department of Defense

NOTES

Session I

**Keynote Address
Current National Security Environment & Priorities**

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
1. Session covered advertised topic as expected	5	4	3	2	1
2. Presentation was well organized	5	4	3	2	1
3. Presenter was knowledgeable	5	4	3	2	1
4. Presenter's delivery was effective	5	4	3	2	1
5. Audiovisual aids were effective	5	4	3	2	1
6. Sufficient time was allowed for questions and discussions	5	4	3	2	1
7. Session content was applicable to my job	5	4	3	2	1
8. Session satisfied my need for information on topic	5	4	3	2	1
9. Session will lead to changes in the way I work	5	4	3	2	1
10. Session provided valuable networking opportunities	5	4	3	2	1
11. Presenter should be invited back for future events	5	4	3	2	1
12. Topic should be included again in future events	5	4	3	2	1

Continued on next page...

13. The most valuable part of this session was:

14. The least valuable part of this session was:

15. If this session is offered again, I would suggest these changes:

Any additional comments?

Thank you for your feedback.

Session III Working Lunch

**Shared Capabilities:
What Are They and How Were They Developed?**

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
1. Session covered advertised topic as expected	5	4	3	2	1
2. Presentation was well organized	5	4	3	2	1
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13. The most valuable part of this session was:

14. The least valuable part of this session was:

15. If this session is offered again, I would suggest these changes:

Any additional comments?

Thank you for your feedback.

Session V

Interagency Collaboration: The Kabul Country Team as Model for United States Government Civilian-Military Cooperation, and Other Case Studies

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
1. Session covered advertised topic as expected	5	4	3	2	1
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13. The most valuable part of this session was:

14. The least valuable part of this session was:

15. If this session is offered again, I would suggest these changes:

Any additional comments?

Thank you for your feedback.

Session VI

DoD Welcome Opening Remarks

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
1. Session covered advertised topic as expected	5	4	3	2	1
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13. The most valuable part of this session was:

14. The least valuable part of this session was:

15. If this session is offered again, I would suggest these changes:

Any additional comments?

Thank you for your feedback.

Session VIII

**Examples of Interagency Collaboration -
An Interagency Panel Discussion**

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
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12. Topic should be included again in future events	5	4	3	2	1

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13. The most valuable part of this session was:

14. The least valuable part of this session was:

15. If this session is offered again, I would suggest these changes:

Any additional comments?

Thank you for your feedback.

Session XII

Creating an Interagency Community of National Security Professionals

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
1. Session covered advertised topic as expected	5	4	3	2	1
2. Presentation was well organized	5	4	3	2	1
3. Presenter was knowledgeable	5	4	3	2	1
4. Presenter's delivery was effective	5	4	3	2	1
5. Audiovisual aids were effective	5	4	3	2	1
6. Sufficient time was allowed for questions and discussions	5	4	3	2	1
7. Session content was applicable to my job	5	4	3	2	1
8. Session satisfied my need for information on topic	5	4	3	2	1
9. Session will lead to changes in the way I work	5	4	3	2	1
10. Session provided valuable networking opportunities	5	4	3	2	1
11. Presenter should be invited back for future events	5	4	3	2	1
12. Topic should be included again in future events	5	4	3	2	1

Continued on next page...

13. The most valuable part of this session was:

14. The least valuable part of this session was:

15. If this session is offered again, I would suggest these changes:

Any additional comments?

Thank you for your feedback.

Session XIII

Wrap Up and Closing Remarks

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
1. Session covered advertised topic as expected	5	4	3	2	1
2. Presentation was well organized	5	4	3	2	1
3. Presenter was knowledgeable	5	4	3	2	1
4. Presenter's delivery was effective	5	4	3	2	1
5. Audiovisual aids were effective	5	4	3	2	1
6. Sufficient time was allowed for questions and discussions	5	4	3	2	1
7. Session content was applicable to my job	5	4	3	2	1
8. Session satisfied my need for information on topic	5	4	3	2	1
9. Session will lead to changes in the way I work	5	4	3	2	1
10. Session provided valuable networking opportunities	5	4	3	2	1
11. Presenter should be invited back for future events	5	4	3	2	1
12. Topic should be included again in future events	5	4	3	2	1

Continued on next page...

13. The most valuable part of this session was:

14. The least valuable part of this session was:

15. If this session is offered again, I would suggest these changes:

Any additional comments?

Thank you for your feedback.

Overall Evaluation of the Symposium

1. The most valuable part of this Symposium was:

2. The least valuable part of this Symposium was:

3. Please suggest additional topics or speakers for future Symposium:

4. Was the Symposium format appropriate? Please comment:

5. Was the Symposium support (e.g., website, communication, facilities, lodging) satisfactory? Please comment:

6. Was the Symposium worth investment of your time and resources?

7. Would you plan to attend future Symposium of this nature?

8. On a scale from 0 (no value) to 10 (maximum value), how would you rate this Symposium: _____. Please comment:

9. How did you learn about the Symposium?

- Email forwarded to me Email invitation
 Other Correspondence Website

Other: _____

10. Any additional comments?

Thank you for your feedback.

The DoD National Security Professional Development Implementation Office would like to extend special thanks to the interagency Symposium Working Group. For biographical information on the members of this group please visit the Symposium website at:
www.cpms.osd.mil/LPDD/nspd/nspd_workinggroup.aspx

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