***Curriculum Vitae***

**Richard A. Lacquement Jr.**

**CONTACT INFORMATION:**

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**EDUCATION:**

Doctor of Philosophy (Ph.D.), May 2000, Princeton University, School of Public and International Affairs. Dissertation Title: “Preaching after the Devil’s Death: Shaping American Military Capabilities in the Post-Cold War Era.” Dissertation Committee: Dr. Richard Ullman (Chair), Dr. Aaron Friedberg and Dr. Don Snider.

Master of Strategic Studies, June 2009, U.S. Army War College. Specialization: National Security Policy Program.

Master of Arts in National Security and Strategic Studies, June 2002, U.S. Naval War College, with Highest Distinction.

Master of Arts, June 1998, Princeton University, School of Public and International Affairs. Field of study: International Relations.

Master of Public Administration, May 1995, Princeton University, Woodrow Wilson School of Public and International Affairs. Field of study: International Relations.

Bachelor of Science, May 1984, United States Military Academy. Area of concentration: International Relations. Distinguished Cadet.

**ACADEMIC EXPERIENCE:**

Academic rank: Full Professor, U.S. Army War College.

RESEARCH PROFESSOR OF THE MILITARY PROFESSION, STRATEGIC STUDIES INSTITUTE and DIRECTOR, NATIONAL SECURITY POLICY PROGRAM. United States Army War College, Carlisle, Pennsylvania (July 2020 to Present). Research professor focusing on war; strategy and policy; strategic leadership; US national security policy and processes; the military profession; U.S. civil-military relations; counterinsurgency; stability operations; and defense management. Teaching duties as Director, National Security Policy Program (NSPP), a specialization focused on developing policy practitioners among competitively-selected USAWC resident students, sponsored by the Department of National Security and Strategy (DNSS), School of Strategic Landpower (SSL).

DEAN, SCHOOL OF STRATEGIC LANDPOWER, United States Army War College, Carlisle, Pennsylvania (June 2012 to June 2020). Leader of the U.S. Army’s premier strategic leadership education program. Provided leadership to over 150 graduate-level civilian and military faculty and staff members in the development and delivery of a joint professional military education and master’s degree-granting program for more than 380 resident students and 750 distance education students annually (to include more than 70 international fellows). Supervised an interdisciplinary program combining political science (especially international relations, security studies, and American politics), leadership, management, sociology, psychology, resource analysis, history, military operational art, and military professionalism. Supervised effective sustainment of program accreditation by Army, Joint Staff, and civilian agencies. In addition to academic leadership and administration, maintained an active teaching role. Courses taught:

***Introduction to Strategic Studies* —** (2015 to 2020) Course Director and primary developer of introductory graduate-level course to integrate the key themes of the Army War College resident education program core curriculum. Assisted in faculty development and delivery of team-taught instruction on strategic leadership, understanding the strategic environment, and a case study of the 1990-91 Persian Gulf War.

***Commandant’s Reading Program* —** (2012 to 2020)Faculty instructor assisting in team-taught graduate-level elective course that facilitates student engagement with prominent national security authors.

***Research Project Adviser* —** Adviser and mentor to many student research projects, individual and group, to meet Masters of Strategic Studies program research requirements.

***Guest Faculty Instructor for multiple courses and lessons* —** Specific teaching included: Advanced Strategic Art Program case study on the American Revolution; Chinese Civil War case study as part of China elective; case study analysis of the Peloponnesian War; counterinsurgency warfare; National Security Policy Program analysis of the Post-Cold War drawdown; and moderator for several Strategic Arts Film Program presentations (to include the movies *Gettysburg*, *Waterloo, Lincoln and Red Cliff*).

***Comprehensive Oral Exam Faculty Team Participant* —** Faculty participant in administering and evaluating numerous student oral comprehensive examinations.

DIRECTOR OF MILITARY HISTORY AND STRATEGY and DIRECTOR, NATIONAL SECURITY POLICY PROGRAM, Department of National Security and Strategy, United States Army War College, Carlisle, Pennsylvania (June 2009 to June 2010; July 2011 to June 2012). Courses taught:

***Theory of War and Strategy* —** Professor forcore course analyzing historical and contemporary use of military means to attain policy aims.

***National Security Policy and Strategy*****—** Professor forcore course analyzing American national security policy formulation.

***Strategic Thinking* —** Professor for team-taught, core coursein basic concepts of strategic leadership and critical thinking.

***National Security Policy Program* —** Professor and program director for graduate level special elective program for selected students to provide greater education and practical familiarization with the U.S. national security policy process. Developed and coordinated offsite educational visits and scheduling several outside visitors to meet with students.

PROFESSOR OF STRATEGY AND POLICY, Department of Strategy and Policy, United States Naval War College, Newport, Rhode Island, 2002 to 2005. Courses taught:

***Strategy and Policy* —** Professor for core course analyzing historical and contemporary use of military means to attain policy aims.

***From Winning the War to Winning the Peace* —** Co-created and taught elective in war termination and post-conflict stability operations using historical case studies to analyze military effectiveness in transitioning from war to durable achievement of policy aims.

INSTRUCTOR AND ASSISTANT PROFESSOR OF SOCIAL SCIENCES, Department of Social Sciences, United States Military Academy, West Point, New York. 1995 to 1998. Courses taught:

***Advanced International Relations* —** Course Director and Professor. Revised the advanced version of the core course in International Relations. The course pursued answers to two central questions: "Why do states do what they do?" and "How do international relations reflect cooperation and conflict?"

***Theories of International Relations* —** Course Director and Professor. Developed an advanced theoretical course for undergraduate International Relations majors. The course focused on the philosophical roots and analysis of realism and liberalism as competing approaches to understanding world politics. The course also addressed the role of international organizations (especially the United Nations) in facilitating cooperation among states and in addressing issues that transcend state boundaries.

***American Politics* —** Instructor. Responsible for teaching a core course in American politics. The course explored philosophical and theoretical foundations of American government, political institutions, and political participation. Students analyzed key political issues through the application of pluralist, elitist, and conflict theory perspectives.

***International Organizations* —** Course Director and Professor. Developed a new course in international organizations for International Relations majors. With the United Nations as the point of departure, the course studied international organizations that fill out the contours of international society.

***Combined Arms Operations* —** Instructor. Responsible for teaching a military science course in troop leading procedures and small unit, light infantry tactics.

**PUBLICATIONS:**

*Shaping American Military Capabilities after the Cold War*, Westport, Connecticut: Praeger, 2003.

*Framing The Future of the U.S. Military Profession*, U.S. Army War College Press, January 2022 (monograph, co-authored with Thomas Galvin)

“Training and Education,” book chapter in *Understanding the U.S. Military* (Routledge, forthcoming)

“Shield & Storm: The Gulf War Effect,” *American Legion*, January 2021.

“The Gulf War 30 Years Later: Successes, Failures, and Blind Spots,” *War on the Rocks*, 9 September 2020 (Winner of 2021 USAWC Excellence-in-Public Scholarship and Engagement Award).

“Making the War Colleges Better,” *Parameters*, Winter 2019-20.

“Analogical Thinking: The Sine Qua Non for Using History Well,” *Parameters*, Spring/Summer 2019.

“My Lai: A Stain on the U.S. Army,” *War Room*, 27 June 2018.

“The Many Traps of Thucydides & the Virtues of Complexity,” *War Room*, 30 August 2017.

“Preaching after the Devil’s Death: U.S. Post-Cold War Drawdown,” Chapter 12 in Drawdown: The American Way of Postwar, New York: New York University Press, 2016.

“The Army, On a Budget,” *The* *American Interest*, March 2013.

“Professionalizing Stability Operations in the U.S. Armed Forces,” chapter 23 in *U.S. Army War College Guide to National Security Issues: Volume II: National Security Policy and Strategy*, 5th Edition, Carlisle, Pennsylvania: Strategic Studies Institute, June 2012.

“In the Army Now,” *The* *American Interest*, Autumn (September/October) 2010.

“Integrating Civilian and Military Activities,” *Parameters,* Spring 2010 (Winner of Colonel John J. Madigan III U.S. Army War College Staff and Faculty Published Writing Award Competition, AY 2010-11). This article was also reprinted in *Parameters*, Winter 2011-12 as part of the “Decade in Review” edition as “one of the most popular articles of the last decade.”

“Building a Sustainable, Legitimate, Effective Afghanistan Security Force,” *Small Wars Journal*, January 2010 (co-authored with Cindy Jebb).

“A Comprehensive Approach to Improving U.S. Security Force Assistance Efforts,” Carlisle, Pennsylvania: Strategic Studies Institute, September 2009 (co-authored with Theresa Baginski, Brian J. Clark, Francis Donovan, Karma Job, John S. Kolasheski, Simon "Don" Roach, Sean P. Swindell, Curt A. Van De Walle, and Michael J. McMahon).

“Winning Wars, not Just Battles: Expanding the Military Profession to Incorporate Stability Operations,” Chapter 6 in American Civil-Military Relations: The Soldier and the State in a New Era, Johns Hopkins, 2009 (co-authored with Nadia Schadlow).

“Unity of Effort: Integrating Civilian and Military Activities,” Chapter 2 in U.S. Army Field Manual 3-24/Marine Corps Warfighting Publication No. 3-33.5 (FM 3-24/MCWP 3-33.5), *Counterinsurgency,* 2006.

“Mapping Army Professional Expertise and Clarifying Jurisdictions of Practice,” Chapter 9 in *The Future of the Army Profession*, 2nd Edition, 2005.

“A Return to the Army’s Roots: Governance, Stabilization and Reconstruction,” Chapter 11 in *The Future of the Army Profession*, 2nd Edition, 2005 (co-authored with Nadia Schadlow and Charles Barry)

“Building Peace in the Wake of War: Appropriate Roles for Armed Forces and Civilians,” Chapter in *American Defense Policy*, 8th Edition, 2005.

“The Casualty Aversion Myth,” *Naval War College Review,* Winter 2004: 39-57. (Winner of the 2004 Hugh G. Nott *Naval War College Review* Prize for best article of the year.)

*Army Professional Expertise and Jurisdictions*, Carlisle, Pennsylvania: Strategic Studies Institute, November 2003.

“Understanding Professional Expertise and Jurisdiction,” *Military Review*, March-April 2003: 61-65.

“Welding the Joint Seams,” *Proceedings*, October 2002: 82-85. (Earning First Honorable Mention, 2002 Armed Forces Joint Warfighting Essay Contest)

“Using Credit Wisely,” Chapter 6 in *The Armed Force Guide to Personal Financial Planning*, 4th Edition, 1997.

 “The Casualties Myth and the Technology Trap,” *Army*, November 1997.

“Maintaining the Professional Core of the Army,” *Army*, January 1997.

“Targeting During Desert Storm,” *Field Artillery*, February 1992 (co-authored with Joseph V. Pacileo and Paul A.F. Gallo).

“Silver Bullets: Artillery lessons learned from Operation Desert Storm,” *Field Artillery*, October 1991 (co-authored with Vollney B. Corn Jr.).

Book/Article Reviews:

*“Killing Norms Softly: US Targeted Killing, Quasi-secrecy and the Assassination Ban”* (by Andris Banka and Adam Quinn). Reviewed on H-Diplo/ISSF with Dr. Genevieve Lester, May 2019.

*America Inc.? Innovation and Enterprise in the National Security State* (by Linda Weiss), reviewed in *Parameters,* Spring 2017

*The Other War* (by Ronald Neumann), reviewed in *Parameters,* Summer 2010.

*Corporate Warriors* (by Peter W. Singer) reviewed in *Naval War College Review* Summer/Autumn 2004.

*Arabs at War* (by Kenneth Pollack) reviewed in *Naval War College Review,* Autumn 2003.

*The Threatening Storm* (by Kenneth Pollack) reviewed in *Naval War College Review,* Autumn 2003.

Podcasts/recorded presentations:

*“In Defense of Professionalism” Moral Matters Podcast,* 15 April 2021

*“Adaptation Under Fire.”* Virtual Book Launch, September 2020.

*“The Nature and Character of War — Thucydides (Great Strategists),” War Room,* August 2019, (with Tami Davis Biddle, Mike Neiberg, and Jacqueline E. Whitt)

*“How Memories of My Lai influenced Military Professionalism,” War Room,* August 2018

*“Army War College Roundtable on the New (?) National Security Strategy,” War Room,* January 2018 (with Mark Duckenfield, Michelle Ryan, and Jacqueline E. Whitt)

*“China and America: the New Geopolitical Equation,” Great Decisions Program,* Carlisle Barracks,January 2018

*“Breaking Issue: North Korea Today”* Clarke Forum, Dickenson College, Carlisle, September 2017.

*“Global Security Forum 2014: Civil-Military Relations: The Legacy of Iraq and Afghanistan,”* Center for Strategic and International Studies, November 2014.

Numerous conference papers and presentations. Personal paper/presentation titles listed at the beginning of entries. (Limited details included for older events. Additional details available upon request):

*“The Future of the U.S. Military Profession”* Strategic Landpower Symposium, US Army War College (May 2022), Carlisle, PA

*“The U.S. Military Profession: A Conceptual Overview,”* Society for Military History (April 2022), Paper presenter, Virtual.

*“Training and Education,”* International Studies Association Annual Convention (March 2022), Paper Presenter, Nashville, TN.

*“In Defense of Professionalism,”* University of New Mexico (November 2021)

*“The Future of the U.S. Military Profession”* Inter-University Seminar on Armed Forces and Society Biennial Conference (October 2021). Presenter and Panel Chair. Reston, VA.

*“Relationship between Theorists and Practitioners in International Studies,”* International Studies Association Annual Convention (April 2021). Paper Presenter, Panel Chair, Panel Discussant, Poster Discussant. Virtual.

*“The Case Method in Interdisciplinary Strategic Studies: The 1990-91 Persian Gulf War,”* Joint Symposium on Teaching and Learning. (October 2020). Presenter (with Dr. Megan Hennessey) Carlisle PA (and virtual)

*“X Is Like Y: History and Analogical Thinking,”* Inter-University Seminar on Armed Forces and Society Biennial Conference (November 2019). Presenter and Panel Chair. Reston, VA.

 *“Technological changes and Senior/Strategic level Professional Military Education.”* International Security Studies Section of the International Studies Association Annual Conference (October 2019). Paper Presenter, Panel Chair and Panel Discussant. Denver, CO.

 *“US and China: The New Geopolitical Paradigm.”* 2nd US Special Forces Training Group (Airborne) Strategic Seminar (August 2019), Presenter. Fort Bragg, NC.

*“The Asia-Pacific Region, World Order, and the Democratic Peace.”*  International Studies Association Asia-Pacific Conference (July 2019). Paper Presenter, Panel Chair and Panel Discussant. Singapore.

*“Innovative Interdisciplinary International Security Studies: The Versatility of the 1990-91 Persian Gulf War.”*  International Studies Association Annual Convention (March 2019). Paper Presenter, Panel Chair and Panel Discussant. Toronto, Canada.

*“Managing Change and Curriculum Reform,”* Education Policy Fellowship Program (October 2019, 2018, 2017, 2016, 2015 and 2014). Variants of the same presentation each year to a new group of regional educators, Carlisle, PA.

*“Korea and US National Security,”* Iowa National Security Reception (September 2018). Presentation, Des Moines, IA.

*“Leadership,”* Penn State University Leadership Academy (September 2018). Presentation and classroom discussion, State College, PA.

*“War Termination and the Cold War: US Military ‘Base Force’ drawdown policy 1989-92”* Society for Historians of American Foreign Relations (SHAFR) Annual Conference (June 2018), Paper presenter. Philadelphia PA.

 *“Leadership Development in the US Army,”* Society of Neurological Surgeons Meeting (May 2018). Hershey, PA.

*“Transformation of the Army from the End of Vietnam to Today’s Professional Army,”* Office of the Judge Advocate General, Center of Military History, and Center for the Army Profession and Ethic “My Lai at 50 Symposium.” Panel presenter. (16 March 2018) Pentagon, Arlington VA.

 *“Avoiding Thycydidean Traps: Power, International Politics, War and Strategy” and “Breaking the Cycle: New Patterns of American War.”* International Studies Association Annual Convention (April 2018). Paper Presenter, Panel Chair and Panel Discussant. San Francisco, CA.

*“Developing Strategic Mindedness for Strategic Leaders”* Inter-University Seminar on Armed Forces and Society Biennial Conference (November 2017). Presenter and Panel Chair. Reston, VA.

*“Creating an Adaptive National Security Architecture.”* United States Military Academy Senior Conference 53 (April 2017), Presenter and Discussant, West Point, NY.

*“Counterinsurgency and Future War,”* US Army Heritage and Education Center Roundtable Discussion of Dr. Conrad Crane’s book *Cassandra in Oz: Counterinsurgency and Future War*, (March 2017), Panel participant with Dr. Crane and General (retired) Petraeus. Carlisle, PA.

*“Cycles of War and Change: America’s First Battles, Last battles and Learning for the next war,”* International Studies Association Annual Convention (February 2017). Paper Presenter, Panel Chair and Panel Discussant. Baltimore, MD.

*“Korean Peninsula Crisis Management,”* US Army War College and Chinese People’s Liberation Army Academy of Military Science 3rd Annual Seminar: Between War and Peace: Reflections on US-China Security Relations (December 2016), Presenter: Carlisle, PA.

*“North Korea and US National Security,”* Atlanta Council on International Relations (November 2016), Atlanta, GA.

*“From the Watch Tower to the Ivory Tower: Veterans in Academia,”* Center for International Security Studies, Princeton University (November 2015). Panel participant, Princeton, NJ.

*“An Interpretation of the Third Offset Strategy,”* US Army War College and Chinese People’s Liberation Army Academy of Military Science 2nd Annual Seminar: Asia-Pacific Security and China-US Military to Military Relations (November 2015), Presenter: Beijing, China.

*“Developing Strategic Leaders for the Future of Landpower,”* Inter-University Seminar on Armed Forces and Society Biennial Conference (October 2015). Presenter. Chicago, IL

*“Transforming Training for a 21st Century Threat Landscape,”* RealClearPolitics Defense panel, (October 2015), Discussion panel member, Washington DC.

*“Thinking in Time for Security,”* International Studies Association Annual Convention (February 2015). Paper Presenter, Panel Chair and Panel Discussant. New Orleans, LA.

*“Wars Wake and Future Forces: Shaping US Military Forces for the Future,”* International Security Studies Section of the International Studies Association Conference (November 2014). Presenter, Panel Discussant. Austin, TX.

*“Civil-Military Relations: The Legacy of Iraq and Afghanistan.”* Center for Strategic and International Studies Global Security Forum 2014 (November 2014), Panel presenter, Washington, DC.

*“Preaching after the Devil’s Death: US Post-Cold War Drawdown,”* US Army War College Drawdown Conference (May 2014). Paper presenter: Carlisle, PA.

*"The Influence of Landpower and (recent) History,"* International Studies Association Annual Convention (March 2014). Paper Presenter, Roundtable Panelist. Toronto, Canada.

*“Strategic Leadership Challenges,”* Center for International Security Studies, Princeton University (November 2013). Invited Lecturer. Princeton, NJ.

*“Analogies of War and Peace: U.S. Civil-Military Relations after Afghanistan,”* International Security Studies Section of the International Studies Association Conference (October 2013). Presenter, Panel Discussant. Washington DC.

Strategic Landpower Task Force Limited Objective Exercise (August 2013), Facilitator and participant. Fort Belvoir, VA

*“Small Footprints and Big Aspirations in U.S. Counterinsurgency Policy and Strategy,”* International Studies Association Annual Convention (April 2013). Paper Presenter. San Francisco, CA.

*“Security Studies and American Professional Military Education in a time of strategic transition,”* International Security Studies Section of the International Studies Association Conference (October 2012). Presenter. Chapel Hill, NC.

*“Unity of Effort: Integrating Civilian and Military Activities,”* US Army Counterinsurgency Center FM 3-24 Revision Conference (May 2012). Panel presenter. Fort Leavenworth, KS

International Studies Association Annual Convention (April 2012). Panel Chair, Discussant and Paper Presenter. San Diego, CA.

*“Integrating Security and Governance in Afghanistan,”* Provincial Reconstruction Team (PRT) leaders’ course (January 2012), Guest Lecturer on Afghan local governance. Camp Atterbury, IN

Inter-University Seminar on Armed Forces and Society Biennial Conference (October 2011). Presenter. Chicago, IL

*“Integrating Security and Governance in Afghanistan,”* George C. Marshall European Center for Security Studies: Security, Stability, Transition and Reconstruction Course (June 2011). Guest Lecturer. Garmisch, Germany.

International Studies Association Annual Convention (February 2010). Paper Presenter and teaching session Panelist. New Orleans, LA.

Inter-University Seminar on Armed Forces and Society biennial conference (October 2009). Presenter. Chicago, IL

*“20 years after the Fall of the Berlin Wall,”* Dickinson College Clarke Forum (October 2009), Presenter and Panel member, Carlisle PA.

*“The Army and ‘Catastrophic Success’ in Iraq: 2003 Post-Conflict Planning for Operation Iraqi Freedom*,” Conference of Army Historians (July 2009), Paper Presenter, Washington DC.

Center for Irregular Warfare and Armed Groups Teaching Workshop (June 2009). Paper Presenter. Newport, RI.

United States Military Academy Senior Conference (June 2009). Presenter. West Point, NY.

American Political Science Association Annual Meeting (August 2008). Poster Presentation.

United States Military Academy Senior Conference (June 2007). Paper Presenter. West Point, NY.

Stanley Foundation Conference on National and Global Security (December 2006). Panelist. Washington, DC.

United Kingdom Foreign Office Wilton Park Conference on Stability Operations (October 2006). Presenter, Wilton Park, UK.

International Studies Association Annual Convention (March 2006). Paper Presenter, Panel Chair and Discussant, San Diego, CA.

*“Unity of Effort: Integrating Civilian and Military Activities,”* U.S. Army Combined Arms Center Counterinsurgency Conference (February 2006). Chapter Presenter, FM 3-24, *Counterinsurgency.* Fort Leavenworth, KS.

*“US Military Operations in Iraq: Planning Combat and Occupation.”* Johns Hopkins University School for Advanced International Studies Iraq Conference (November 2005). Panelist. Washington DC.

Inter-University Seminar on Armed Forces and Society Biennial Conference (October 2005). Presenter. Chicago, IL.

American Political Science Association Annual Meeting (August 2005). Teaching seminar Panelist.

United States Military Academy Senior Conference (June 2005). Paper Presenter. West Point, NY.

International Studies Association Annual Convention (March 2005). Presenter.

*“The Arc of the American Army Profession: From Industrial Age to the Information Age,”* Society for Military History Annual Conference (February 2005). Presenter

American Political Science Association Annual Meeting (September 2004). Presenter.

International Studies Association Annual Convention (March 2004). Presenter.

U.S. Air Force Academy Institute for National Security Studies Research Results Conference (November 2003). Presenter. Colorado Springs, CO.

Inter-University Seminar on Armed Forces and Society Biennial Conference (October 2003). Presenter. Chicago, IL.

International Security Studies Section of the International Studies Association Conference (October 2003). Presenter.

American University Ethics, Peace and Global Affairs speakers series. Presenter on “U.S. Military in Iraq,” September 2003, Washington, DC.

American Political Science Association Annual Meeting (August 2003). Presenter.

International Studies Association Annual Convention, (February 2003). Presenter and Panel discussant.

International Security Studies Section of the International Studies Association Conference (October 2002). Presenter.

Princeton University Research Program in International Security (May 1998). Presenter. Princeton, NJ.

International Security Studies Section of the International Studies Association Conference (October 1997). Presenter. Norfolk, VA.

Academic Counsel on the United Nations System/American Society for International Lawyers (ACUNS/ASIL) Summer Workshop on International Organizations (July-August 1997). Round table Participant and Presenter, Providence, RI.

Carnegie Council Conference on Humanitarian Intervention (June 1996). Round table Discussion Participant, Colorado Springs, CO.

**OTHER ACADEMIC RELATED ACTIVITIES:**

***Military Education Coordinating Council*** (Department of Defense, Joint Staff J7-led Forum). Working Group Member, 2012-2020. Participated in governance of Joint Professional Military Education (JPME) as a representative of the US Army War College leadership team. Participated in Process for Accreditation of Joint Education (PAJE) assessments of partner JPME programs at Marine Corps War College (November 2017), National War College (October 2016—with follow up staff assistance visit in October 2018), and the Center of International Security Affairs (May 2016).

***US Army War College Professional Military Education Engagements with International Leaders/Delegations.***  2012-present: Albania, Angola, Bangladesh, Brazil, Bulgaria, Chile, Colombia\*, Croatia, Czech Republic, Denmark, Egypt, Estonia, France\*, Georgia, Germany, Greece, Iraq, Israel, Italy, Japan, Lithuania, Mongolia, Nepal, Nigeria, Norway, People’s Republic of China\*, Republic of Korea\*, Romania, Saudi Arabia, Taiwan, Tanzania, Turkey, Uganda, United Kingdom, Uzbekistan, and Vietnam\*, Primarily meetings, discussions, and briefings on USAWC educational models to include issues such as curriculum development, student assessment, faculty recruitment (military and civilian), faculty development, and national security expertise. Conducted at various locations, but primarily hosted at Carlisle, PA (countries marked with an asterisk \* indicate official engagement in that country). Does not include engagements with international students enrolled in USAWC programs, which encompasses a much more extensive list of countries.

***Member of Governing Board, International Security Studies Section of the International Studies Association,*** 2013 to 2016 and 2003 to 2006.

***Faculty Advisor, West Point Forum***, April 1997-May 1998. Supervised cadet participation in Model United Nations conferences and other simulated international organizations. Provided guidance, mentoring and administrative management for club activities. Including preparation and support for eight trips, management of a budget of $28,000, and direct supervision of cadet participation and performance during six trips.

***Executive Secretary, 48th annual Student Conference on United States Affairs*** (SCUSA 48), November 1996. Supervised and directed the planning, preparation and execution of an internationally renowned undergraduate foreign policy conference. Developed Conference theme, assembled preparation materials, coordinated invitations for delegates and senior participants (to include Senator Richard Lugar as banquet speaker), managed $53,000 budget, and supervised the Cadet chain of command that ran the Conference. The Conference brought together 234 student delegates and 34 senior participants to address the theme “The United States on the World Stage: Themes, Actors, and Roles” in the course of three plenary and five round table sessions. Participants represented 30 different nationalities and 141 different schools/institutions in 31 different states and five countries (to include Fulbright scholars studying in the United States).

***Academic Professional Memberships:***

International Studies Association (ISA) (to include International Security Studies, International Political Economy, Historical International Relations, and Interdisciplinary Studies sections).

Inter-University Seminar on Armed Forces and Society (IUS).

Society for Military History (SMH)

**MILITARY EXPERIENCE:**

Officer, United States Army, May 1984 to September 2013. Retired at the rank of Colonel. Specialty: Strategic Plans and Policy (Functional Area 59). Branch: Field Artillery.

***Duty Positions:***

June 2012 to June 2013. DEAN, SCHOOL OF STRATEGIC LANDPOWER, U.S. Army War College, Carlisle, Pennsylvania. See teaching experience section above for details.

June 2009 to June 2010; July 2011 to June 2012. DIRECTOR OF MILITARY HISTORY AND STRATEGY and DIRECTOR, NATIONAL SECURITY POLICY PROGRAM, U.S. Army War College, Carlisle, Pennsylvania. Faculty instructor for two core courses; Program director and instructor of special elective National Security Policy Program; and Faculty advisor for selected research projects (see teaching experience section above for detailed course descriptions). Provided outreach support to the Army Staff for the development of the Army Operating Concept and conceptual consideration of the Army’s future (Army 2020). Also provided outreach support to the Office of the Secretary of Defense on strategic guidance and interagency planning.

June 2010 to July 2011. STRATEGY ADVISOR/LIAISON for the International Security Assistance Force (Afghanistan) Joint Command (IJC) to the Afghan Independent Directorate for Local Governance (IDLG), Kabul, Afghanistan. Joint assignment. As part of OPERATION ENDURING FREEDOM, conducted planning and civilian-military coordination to support comprehensive counterinsurgency efforts between the NATO operational military command and the Afghan government agency responsible for sub-national governance.

October 2006 to July 2008. CHIEF, J5 Plans Division, United States Forces Korea, Seoul, Republic of Korea. Joint assignment. Leader of a joint planning staff division comprised of military and civilian personnel responsible for U.S. force planning, combined war planning support, and strategic guidance review to support the Republic of Korea-United States alliance. Conducted extensive coordination with Korean counterparts, U.S. Pacific Command, the Joint Staff, the Office of the Secretary of Defense, U.S. military service staffs, and the Department of State on key policy, strategy and plans issues.

October 2005 to October 2006. STRATEGIST and SPECIAL ASSISTANT, Office of the Deputy Assistant Secretary of Defense for Stability Operations, Pentagon, Washington, D.C. Joint assignment. Responsible for strategic planning related to Department of Defense (DoD) participation in stability operations. Assisted in implementation of initiatives related to the DoD Stability Operations to include DoD Directive 3000.05, “Military Support to Stability, Security, Transition and Reconstruction”; coordinated with components of the Department of Defense and other U.S. government agencies; and conducted outreach to other organizations involved in stability operations (e.g., non-governmental organizations, think tanks, and academic institutions). Also participated in the development and writing of related U.S. Army and Marine Corps doctrine as lead author for Chapter 2, “Unity of Effort,” in U.S. Army Field Manual 3-24/Marine Corps Warfighting Publication No. 3-33.5 (FM 3-24/MCWP 3-33.5) *Counterinsurgency*.

April to September 2005. STRATEGIST and CHIEF of Officer Development Team, Officer Personnel Management System Task Force, U.S. Army Human Resources Command, Alexandria, Virginia. Led officer development team as part of comprehensive review of officer professional development. Conducted reviews and recommended changes for officer education and development to meet current and future challenges.

June 2002 to March 2003; August 2003 to March 2005. PROFESSOR OF STRATEGY AND POLICY, U.S. Naval War College, Newport, Rhode Island. Joint assignment. Professor for one of the College’s three major core courses. Also, developed and led selected electives and provided support to Distance Education (see teaching experience section below for detailed course descriptions). Provided outreach support to the U.S. Army Staff and the 101st Airborne Division (Air Assault) in support of OPERATION IRAQI FREEDOM. Other duties included project advisor for student research; review and development of core curriculum; and participation in civilian hiring reviews.

June to August 2003. SPECIAL ASSISTANT to the Commanding General, 101st Airborne Division (Air Assault), Mosul, Iraq (OPERATION IRAQI FREEDOM). Assisted the coalition military commander of northern Iraq (responsible for coalition armed forces in four Iraqi governorates with six million Iraqi citizens). Assisted in security, stabilization and reconstruction tasks. Duties included governance support, economic development, liaison with local leaders, and coordination with non-governmental organizations.

March to May 2003. DIRECTOR, Stability Operations Planning Cell, Army War Plans Division, U.S. Army Staff, Pentagon, Washington, D.C. Leader of seven-person cell responsible for staff actions and coordination of Army issues related to post-conflict stability operations for OPERATION IRAQI FREEDOM. Conducted coordination with military and civilian staff of the Department of Defense (particularly with the Office of the Secretary of Defense for Policy and the Joint Staff J5) as well as other interagency representatives.

May 2000 to June 2001. EXECUTIVE OFFICER, 101st Airborne Division Artillery (Air Assault), Fort Campbell, Kentucky. Chief of Staff for 1,700-person brigade with the primary combat mission to provide artillery support to the 101st Airborne Division. Responsible for staff leadership, coordination, and supervision to support division artillery operations. Managed a $2 million budget and the accountability and care of over $50 million of military equipment.

June 1999 to May 2000. EXECUTIVE OFFICER, 3rd Battalion, 320th Field Artillery Regiment, 101st Airborne Division (Air Assault), Fort Campbell, Kentucky. Chief of Staff and second in command of a 540-person battalion with primary combat mission to provide artillery support to an infantry brigade in the 101st Airborne Division. Responsible for staff leadership, coordination, supervision, and execution of administrative and logistical operations. Managed $450,000 budget and accountability and care of over $14 million of military equipment.

July 1998 to June 1999. ASSISTANT FIRE SUPPORT COORDINATOR, 101st Airborne Division Artillery (Air Assault), Fort Campbell, Kentucky. Primary fire support advisor to the Assistant Division Commander for Operations of the 101st Airborne Division.

June 1995 to June 1998. INSTRUCTOR and, later, ASSISTANT PROFESSOR OF SOCIAL SCIENCES, United States Military Academy, West Point, New York. Taught undergraduate core and elective courses in American Politics and International Relations (see teaching experience section above for detailed course descriptions). Also served as Executive Director for the 1996 annual Student Conference on United States Affairs (SCUSA), as faculty advisor/officer-in-charge of the USMA Model United Nations Team, and as faculty advisor to several cadet candidates competing for Rhodes, Marshall, Truman, and other scholarships.

June 1992 to July 1993. COMMANDER, Headquarters and Headquarters Battery, 3rd Battalion, 1st Field Artillery Regiment, 3rd Infantry Division, Bamberg, Germany. Commanded a forward deployed combat unit in Germany. Led the combat training, discipline and care of over 200 soldiers and the combat readiness and accountability of over $23 million of equipment.

June 1991 to June 1992. BATTALION LOGISTICS OFFICER, 3rd Battalion, 1st Field Artillery, 3rd Infantry Division, Bamberg, Germany. Planned and coordinated logistics for a 700-person Field Artillery battalion forward deployed in Germany. Served as primary logistics advisor to the battalion commander. Led tactical logistics operations. Supervised ten-person logistical staff. Managed $500,000 budget.

September 1989 to June 1991. ASSISTANT OPERATIONS OFFICER, Division Artillery Headquarters, 1st Armored Division, Nuremberg, Germany and Southwest Asia (OPERATION DESERT SHIELD/STORM). Drafted, coordinated and supervised the execution of war plans and training plans. Planned and managed the use of artillery radar systems. Supervised the targeting and control of missile fires during combat operations against the Iraqi Army (February 1991). Rewrote Division Artillery standard operating procedures and plans for use in Europe following German reunification.

April 1985 to January 1989. FIELD ARTILLERY OFFICER, 82nd Airborne Division Artillery, Fort Bragg, North Carolina. Supervised combat readiness and training of artillery soldiers with the mission of no-notice, world-wide deployment. Duties included leadership of Field Artillery forward observers assigned to an Infantry Company, leadership of fire direction soldiers at both battery and battalion level, and supervision of Division Artillery counterfire operations. Wrote numerous memoranda and standard operating procedures for airborne artillery operations.

***Military Education:***

U.S. Army War College (2009), College of Naval Command and Staff (2002), U.S. Army War College Defense Strategy Course (1999), Air Assault School (1998), Army Command and General Staff College (1994), Combined Arms Service and Staff School (1990), Armor Officer Advance Course (1989), Nuclear, Biological and Chemical Defense School (1986), Jumpmaster School (1986), Ranger School (1985), Field Artillery Officer Basic Course (1985), and Airborne School (1984).

***Military Professional Memberships:***

Association of the United States Army

Army War College Foundation

Naval War College Foundation

**MILITARY AWARDS AND HONORS:**

Defense Superior Service Medal, Legion of Merit, two Bronze Star Medals, three Defense Meritorious Service Medals, two Meritorious Service Medals, four Army Commendation Medals, Army Achievement Medal, Afghanistan Campaign Medal (with two campaign stars), Iraq Campaign Medal (with one campaign star), Global War on Terror Service Medal, Korean Defense Service Medal, two National Defense Service Medals, Southwest Asia Service Medal (with three campaign stars), NATO Non-Article 5 Medal (International Security Assistance Force, Afghanistan), Kuwait Liberation Medal (awarded by government of Saudi Arabia), Kuwait Liberation Medal (awarded by government of Kuwait), Overseas Service Ribbon with three tours noted, Army Service Ribbon, Joint Meritorious Unit Award, two Meritorious Unit Commendations, Army Superior Unit Award, Office of the Secretary of Defense Staff Badge, Master Parachutist Badge, Air Assault Badge, Ranger Tab.

**OTHER AWARDS AND HONORS:**

Winner, Excellence-in-Public Scholarship and Engagement Award for the *War on the Rocks* article “The Gulf War 30 Years Later: Successes, Failures and Blind Spots,” August 2021.

Selection as U.S. Army War College Honorary Academic Chair: General Maxwell D. Taylor Chair of the Profession of Arms, August 2021 (three-year appointment)

Department of the Army Civilian Service Achievement Medal, February 2021 (Impact award for USAWC Display Tiger Team)

Department of the Army Superior Civilian Service Medal, June 2020 (for civilian service as Dean, USAWC School of Strategic Landpower 2013-2020).

Winner of 2010-11 Colonel John J. Madigan III U.S. Army War College Staff and Faculty Published Writing Award Competition (for *Parameters* article, “Integrating Civilian and Military Activities”).

Winner of the 2004 Hugh G. Nott *Naval War College Review* Prize for best article of the year (for *Naval War College Review* article, “The Casualty Aversion Myth”).

First Honorable Mention, 2002 Armed Forces Joint Warfighting Essay Contest (“Welding the Joint Seams”).

Graduate with Highest Distinction (Top 5%) U.S. Naval War College, 2002.

First Prize, *Army* essay contest, 1997 (“The Casualties Myth and the Technology Trap”).

Third Prize, *Army* essay contest, 1996 (“Maintaining the Professional Core of the Army”).

Distinguished Cadet (Top 5%) United States Military Academy, 1980-1984. Graduated 18th out of a class of 986 rising military professionals.

Academic awards received upon graduation from USMA, May 1984:

Herman Beukema Memorial Award: Highest graduate in the field of Social Sciences.

United States Daughters of 1812 Award: Highest degree of excellence in International Affairs.

Bainbridge-Reynolds-Hayden Family Memorial Award: Highest graduate in the field of History.

Major John Alexander Hottell III Memorial Award: Highest degree of excellence in Modern History.

Honor Society of Phi Kappa Phi, 1983.

**OTHER EXPERIENCE:**

Numerous media interviews and engagments with local and national journalists.

March to June 2021. Detailed to the Office of the Under Secretary of Defense for Policy as part of the Stabilization and Humanitarian Affairs directorate. Participated in DoD and interagency endeavors related to the Stabilization Assistance Review, DoD Directive 3000.05 *Stabilization*, and the Global Fragility Act.

December 2009. Team Member, Quick Look Assessment, NATO Training Mission-Afghanistan/Combined Security Transition Command-Afghanistan. Provided input on joint planning as part of an assessment team evaluating mission and performance for a new three-star command as part of OPERATION ENDURING FREEDOM.

July to August 1994. Intern, U.S. Department of State, U.S. Mission to the United Nations, Political Section, New York. Drafted briefing memoranda for Ambassadorial actions. Drafted reporting cables concerning U.N. Security Council sessions and other diplomatic activities. Conducted research on several topics with a particular emphasis on peacekeeping issues. Research included extensive use of classified and U.N. sources.

June to August 1983. Intern, U.S. Department of State, Bureau of Political-Military Affairs, Regional Security Affairs Office, Washington, D.C. Prepared briefing books for bureau director. Drafted numerous position papers and memoranda. Conducted interagency and interoffice coordination to support bureau programs. Conducted research on numerous topics, to include the extensive use of classified material.

July 1982. Foreign Military Academy Exchange. Conducted a four-week, officially-sponsored exchange program with the Haitian Military Academy. Program included spending two weeks in Haiti visiting the Haitian Military Academy and touring Haiti. Escorted three Haitian cadets during their two week reciprocal visit to the United States Military Academy and other U.S. points of interest.

More than thirteen years living and/or working overseas in Europe (especially Germany, Belgium, and Italy) and Asia (especially Iraq, Republic of Korea, and Afghanistan).

Language skills.

French: Excellent reading skills. Good listening and speaking skills.
German and Italian: Basic reading, listening and speaking skills.

Korean and Chinese (Mandarin, simplified): Rudimentary reading and speaking skills

Recommendations and detailed assignment information available upon request.