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Current Position

Senior Political Scientist, RAND

Nov 2012-Present

Selected projects:

- Update on the Army's Local Economic Effects
- Simplifying Post-Disaster Inspections
- Puerto Rico Economic and Disaster Recovery Plan
- FEMA Business Process Review
- Pacific Engagement
- Countering the Expansion of Transnational Criminal Networks
- Multicomponent Units and Division Headquarters Readiness
- Army Total Force Policy Implementation Review
- Sustaining the Operational Capabilities of the Army's Reserve Components
- Assessing the Effectiveness of the Army's sourcing for the Ground-based Midcourse Defense (GMD) mission
- DoD's CBRN Response Enterprise: Options for Improving the Identification and Communication of Civilian Requirements to DoD and the Army
- Improving DoD Support to FEMA's All-Hazards Plans
- The Army's Local Economic Effects
- Economic Effects of Army Downsizing
- Vulnerability Assessment Method Pocket Guide: A Tool for Center of Gravity Analysis
- Building Special Operations Partnerships in Afghanistan and Beyond: Challenges and Best Practices from Afghanistan, Colombia, and Iraq
- National Guard Special Forces: Enhancing the Contributions of Reserve Component Army Special Operations Forces
- Towards Operational Art in Special Warfare
- Humanitarian Assistance and Disaster Relief as Security Cooperation
- Costing the Use of Army Reserve Components in Engagement Activities.

Experience

Senior Ministry of Defense Advisor (MoDA), US Army Central (ARCENT)/Third US Army.

Aug 2011-Nov 2012: Served as Senior Advisor to the Afghan Deputy Minister of Interior (MoI) for Strategy and Policy as part of the US Department of Defense Civilian Expeditionary Workforce deployed in support of NATO Training Mission-Afghanistan/Combined Security Transition Command-Afghanistan, Kabul, Afghanistan. Wrote and assessed progress of Ministerial Development Plans for the Strategy Directorate and the Policy Directorate. Advised and assisted with revisions of the Afghan National Police Strategy and Afghan National Police Plan.

Transformation Chair, NATO Defense College, Rome, Italy. Mar 2008-Aug2011: Performed analysis, academic research, and scholarly writing on NATO-relevant issues. Taught Senior Course electives on NATO Transformation, Counterinsurgency, and Strategy and lectured to Senior Course and NATO Regional Cooperation Course. Published more than a dozen articles and edited five compendiums on NATO transformation, related security issues, and the Comprehensive Approach.

Deputy Director for National Security Affairs, Joint Strategic Plans and Assessments Office, U.S. Embassy Baghdad, Iraq. Jul 2006-Mar 2008: Performed research and assessment to develop policies and strategies designed to achieve presidential goals of National Strategy for Victory in Iraq. Provided essential support to senior leaders including the Ambassador and other senior United States Mission-Iraq officials. Served as co-director of Joint Strategic Assessment Team, working directly for Ambassador Ryan Crocker and General David Petraeus, and helped to develop the joint campaign plan for implementing the 2007 “surge” of US troops.

Principal Senior Homeland Security Consultant, US Northern Command (USNORTHCOM) Future Operations Division (J35), Serco North America, Inc. Feb 2005-Jul 2006: Provided consulting and staff assistance to USNORTHCOM (J35) Future Plans/Homeland Defense Branch. Assessed requirements, analyzed capabilities, and developed and reviewed strategic and operational plans designed to enhance homeland defense and security postures, including strategies for combating terrorism and providing defense support to civil authorities. Advised Federal Emergency Management Agency senior executives on developing and implementing deliberate planning processes and improving interagency planning following Hurricane Katrina.

Adjunct Faculty, Defense Institute for International Legal Studies. 2002-2003. Seminars taught: Domestic Operations--Military and Law Enforcement Working Together (Mobile Education Team, Beirut, Lebanon), Legal Aspects of Domestic Support Operations (Mobile Education Team, Cotonou, Benin).

Adjunct Faculty, Columbia College (Cuesta/SLO Satellite Campus). 2000-2002. Courses taught: Legislative Processes, The American Presidency, Public Policy and Administration , Dynamics of Terrorism--A History of Political Violence.

Lecturer and Course Developer, Naval Postgraduate School Center for Civil Military Relations, Monterey, CA. 1999-2000. Lectures: National Guard Capabilities, Domestic Support Operations in a Democracy, Military Counterdrug Support, Military Support to Civil Authorities, Domestic Operations Seminar for Senegal, Center for Civil-Military Relations. Course Developer: Leader Development and Education for Sustained Peace.

Selected Military Experience: (Retired as colonel in May 2011 with more than 30 years of service, including 17 years of active duty.)

United States Army Reserve, Nov 2004 – May 2011. Assignments included:

Director of Logistics (Colonel), Area Support Team-Balkans, Camp Bondsteel, Kosovo. Jul 2011-Nov 2011: Successfully managed logistics support to almost 1,000 US soldiers and Department of the Army Civilians participating in Operation JOINT GUARDIAN in Kosovo and Operation JOINT FORGE in Bosnia-Herzegovina as well as base support for multi-national contingents stationed on Camp Bondsteel.

California Army National Guard, May 1981-Nov 2004. Assignments included:

Chief of Policy Division (colonel), Combined Joint Task Force Seven (CJTF-7), Baghdad, Iraq. Jan 2004-Jun 2004: Supervised multinational team of field grade officers engaged in developing CJTF-7 operational and strategic policy in coordination with Coalition Provisional Authority (CPA) and US Central Command (USCENTCOM). Ensured successful policy implementation in preparation for assumption of sovereignty by new Iraqi Government. Assisted in negotiations with leaders from Patriotic Union of Kurdistan and Supreme Council for Islamic Revolution in Iraq to obtain signed agreements for dissolution of Peshmerga and Badr Corps (two major militias) and promote peaceful participation in Iraq's electoral process.

Commander, 223rd Regiment (Combat Arms) and Installation Commander (colonel), HQ Camp San Luis Obispo, CA. Dec 2002-Jan 2004: Led comprehensive activities of brigade-sized Regional Training Institute (RTI) as part of The Army School System (TASS). Responsible for more than 250 assigned staff members and instructors, 300 attached personnel, and 1,100 trainees annually. Programmed and executed annual budget of more than \$2.5 million. As Installation Commander, provided executive management of 5,100-acre training complex. Executed annual installation budget of \$5 million in support of site tenants, infrastructure stabilization, and sustainment, repair, and maintenance of structures. Built and maintained relationships with local sheriff and California Highway Patrol division commander, assuring effective force protection, physical security, and emergency support. Formulated and managed cooperative agreements with civilian and military tenants.

Other Key California Army National Guard Assignments (not on active duty) included: Battalion Commander, 2-185th Armor, San Diego, CA. Dec 2000-Dec 2002; Brigade Executive Officer, 2nd Bde/40th ID(M), San Diego, CA. Jul 1999-Nov 2000; Brigade Executive Officer, 1st Bde/40th ID(M), Long Beach, CA. Jul 1998-Jun 1999; Battalion Commander, 1-185th Armor, San Bernardino, CA. Aug 1996-Jul 1998.

Military Decorations, Service Medals, and Badges include: Legion of Merit, Bronze Star Medal, Meritorious Service Medal with two Oak Leaf Clusters, Joint Service Commendation Medal, Army Commendation Medal with two Oak Leaf Clusters, Army Achievement Medal with two Oak Leaf Clusters, Iraq Campaign Medal w/Campaign Star, Kosovo Campaign Medal, NATO Non-Article 5 Medal, Combat Action Badge.

Education

Doctor of Philosophy; University of California Santa Barbara. Political Science, Dec 2000

Master of Strategic Studies; US Army War College, Carlisle Barracks, PA. Strategic Studies, Jul 2000.

Master of Arts; San Diego State University. Political Science, Sep 1992

Bachelor of Arts; University of California San Diego. Political Science, Jul 1987

Selected Publications (since 2005)

Articles/Chapters

“After the Fight: Interagency Operations,” *Parameters* 35 (Winter 2005-06), pp. 47-61.

“Whither the RMA?” *Parameters* 37 (Autumn 2007), p. 95-107.

“What NATO Can Learn from ‘the Surge’ in Iraq,” Research Paper #40, October 2008, NATO Defense

College.

“The Challenge to Operationalizing a Comprehensive Approach,” in *PRTs and Other Models for Operationalizing a Comprehensive Approach in Semi-Permissive Environments*, NATO Defense College, Rome, Italy, June 2009, pp. 35-67.

“NATO and the new US ‘Af-Pak’ Strategy,” Research Paper #51, September 2009, NATO Defense College.

“Building Afghan Security Forces: The Solution to the Security Situation,” *The European Security and Defense Union* vol. no. 4/2009, pp. 14-15.

“Complex Operations and Interagency Operational Art,” *PRISM* vol. 1 no. 1 (December 2009), pp. 37-50.

“The Obama Strategy for Afghanistan-Pakistan: Counterinsurgency Implications for NATO,” in *Counterinsurgency: the Challenge for NATO*, NATO Defense College, Rome, Italy, November 2009, pp. 13-42.

“NATO and Complex Operations: Introduction,” in *Complex Operations: NATO at War and On the Margins of War*, NATO Defense College, Rome, Italy, July 2010, pp. 5-25.

“NATO’s New Strategic Concept: Implications for Military Transformation and Capabilities” in Jens Ringsmose and Sten Rynning, editors, *NATO’s New Strategic Concept: A Comprehensive Assessment*, Danish Institute for International Studies, Copenhagen, Denmark, 2010, pp. 143-154.

“Introduction: Integrating Civilian and Military Concepts of Strategy” in *Towards a Comprehensive Approach: Integrating Civilian and Military Concepts of Strategy*, NATO Defense College, Rome, Italy, March 2011, pp. 4-11.

“The Illusions and Delusions of Soft Power” in *Towards a Comprehensive Approach: Integrating Civilian and Military Concepts of Strategy*, NATO Defense College, Rome, Italy, March 2011, pp. 23-51.

“Introduction” in *Towards a Comprehensive Approach: Strategic and Operational Challenges*, NATO Defense College, Rome, Italy, May 2011, pp. 4-7.

“Strategy and the Comprehensive Approach” in Derrick J. Neal and Linton Wells II, editors, *Capability Development in Support of Comprehensive Approaches: Transforming International Civil-Military Interactions*, National Defense University, Washington, DC, 2011, pp. 51-64.

“Can Lower Budgets Produce Greater Security Efficiency?” *Atlantic-Community.org*, September 16, 2011.

Edited Volumes

PRTs and Other Models for Operationalizing a Comprehensive Approach in Semi-Permissive Environments, (editor), NATO Defense College, Rome, Italy, June 2009.

Counterinsurgency: the Challenge for NATO, (editor), NATO Defense College, Rome, Italy November 2009.

Complex Operations: NATO at War and On the Margins of War, (editor), NATO Defense College, Rome, Italy, July 2010.

Towards a Comprehensive Approach: Integrating Civilian and Military Concepts of Strategy, (editor), NATO Defense College, Rome, Italy, March 2011.

Towards a Comprehensive Approach: Strategic and Operational Challenges, (editor), NATO Defense College, Rome, Italy, May 2011.

"The Military Aspects of the U.S. Rebalance to the Asia-Pacific" in Alexander Moens and Brooke A. Smith-Windsor, eds., *NATO and Asia-Pacific*, NATO Defense College, Rome, Italy, 2016, pp. 39-58.

Op-Eds

"Life After Brexit Need Not Be a Disaster for the UK." *The Hill*, March 15, 2019:
<https://thehill.com/opinion/international/434217-life-after-brexit-need-not-be-a-disaster-for-the-uk>.

"Making BRAC Politically Palatable." *The Hill*, March 15, 2017: <http://thehill.com/blogs/congress-blog/politics/324067-making-brac-politically-palatable>.

"The Limits of Military Force." *International Herald Tribune*, May 19, 2011, p. 11.

"Lessons of Iraq: Afghanistan at the Brink." *International Herald Tribune*, November 1, 2008, p. 8.

RAND Publications

Pacific Engagement: Forging Tighter Connections Between Tactical Security Cooperation Activities and U.S. Strategic Goals in the Asia-Pacific Region, (co-lead author, with Stephen Watts, et al.), Santa Monica, Calif.: RAND Corporation, RR-1920-A, 2018.

Review of Army Total Force Policy Implementation, (co-lead author, with Ellen Pint, et al.), Santa Monica, Calif.: RAND Corporation, RR-1958-A, 2017.

Sustaining the Army's Reserve Components as an Operational Force (lead author, with Raphael S. Cohen et al.), Santa Monica, Calif.: RAND Corporation, RR-1495-A, 2017.

Counternetwork: Countering the Expansion of Transnational Criminal Networks, (with Angel Rabasa et al.), Santa Monica, Calif.: RAND Corporation, RR-1481-A, 2017.

Improving DoD Support to FEMA's All-Hazards Plans, (with Michael McNerney et. al.), Santa Monica, Calif.: RAND Corporation, RR-1301-OSD, 2015.

Interactive database of the Army's local economic effects, (with Craig Bond et al.) Santa Monica, Calif.: RAND Corporation, TL-180-A, 2015.

The Army's Local Economic Effects, (lead author, with Craig Bond et. al.), Santa Monica, Calif.: RAND Corporation, RR-1119-A (three volumes), 2015.

Vulnerability Assessment Method Pocket Guide: A Tool for Center of Gravity Analysis, (lead author) with Eric V. Larson, Matthew E. Boyer, TL-129-A, 2014.

Building Special Operations Partnerships in Afghanistan and Beyond: Challenges and Best Practices from Afghanistan, Colombia, and Iraq, (with Austin G. Long et al.), RR-713-OSD, 2013.