



**Third Annual Proteus Futures Academic Workshop  
U.S. Army War College - Carlisle, PA  
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# **Biographies**

## **Robert Allen**

Mr. Robert Allen is the Chief, Future Concepts Division in the office of the Deputy Chief of Staff, G2 at the US Army Training and Doctrine Command (TRADOC G2) at Ft Monroe, VA. Mr. Allen is career intelligence professional with over 30 years of experience at the Army, Joint, and national levels. This experience ranges from Army linguist to national agency liaison officer at a Combatant Command.

Mr. Allen has been at TRADOC since 1995 and is a recognized expert in the Future Operational Environment, the intellectual underpinning of Army development and training, and the challenges it poses for our military forces. He has held his current position since 2004, overseeing a team of senior analysts who develop the Future Operation Environment and apply it to support concept development and experimentation. Such application extends from portraying future threats in Army and Joint wargames to developing the foundational briefing for the Army's work on Global Trends and Persistent Conflict to conducting nationally known Operational Environment and future technology seminars.

## **Rodney Azama**

Mr. Rod Azama is a Managing Director of *The Chancellor Group*, a management services company specializing in the risk management, international trade, venture/project development, and defense sectors for government and private sector clients. He has served in an advisory capacity to the DoD Biometrics Management Office - working on identity management solutions for the intelligence, special operations, & homeland security communities. From 1996-1998 Mr. Azama served as the Regional Director for Europe at the U.S. Trade & Development Agency, where he provided seed financing & technical assistance to various infrastructure & manufacturing projects, and led US Government commercial initiatives to develop a trans-European transportation corridor and to reconstruct a war-torn Bosnia-Herzegovina.

As a career soldier, Mr. Azama served as a Special Forces A-Team commander, DoD inter-agency planner, intelligence operations chief for the Combined Field Army (ROK/US), chief of the NE Asia branch in J2/JCS, and national military intelligence team chief during Operations Desert Shield & Storm. He also taught in the US Military Academy's Department of Social Sciences. Mr. Azama is a graduate of the U.S. Military Academy, Wharton School of Business, the University of Southern California, and military schools including the Army War College, National Defense Intelligence College, and Marine Command & Staff College.

## **Peter Bishop**

Dr. Peter Bishop is an Associate Professor of Strategic Foresight and Coordinator of the graduate program in [Futures Studies](#) at the University of Houston. Dr. Bishop specializes in techniques for long-term forecasting and planning. He has published a book on the subject, *Thinking about the Future: Guidelines for Strategic Foresight*, with co-author Andy Hines, and he delivers keynote addresses and conducts seminars on the future for business, government and not-for-profit organizations. He also facilitates groups in developing scenarios, visions and strategic plans for the future. Dr. Bishop's clients include IBM, the NASA Johnson Space Center, Nestle USA, Tetra Pak, the Shell Pipeline Corporation, the Defense and Central Intelligence Agencies, the Lawrence Livermore National Laboratory, the W.K. Kellogg Foundation, the Texas Department of Transportation, the California Environmental Protection Agency, and the Center for Houston's Future. Dr. Bishop is a founding board member of the new Association of Professional Futurists, and he is President of his own firm, Strategic Foresight and Development, which offers education and training in futures thinking and techniques to the corporate market.

Dr. Bishop came to the University of Houston in 2005, having taught futures studies at the Clear Lake campus since 1982. Dr. Bishop started teaching at Georgia Southern College in 1973 where he specialized in social problems and political sociology. He received his doctoral degree in sociology from Michigan State University and a bachelor's degree in philosophy from St. Louis University where he also studied mathematics and physics. He grew up in St. Louis, Missouri where he was a member of the Society of Jesus (Jesuits) for seven years.

## **Thomas A. Bowditch**

Dr. Thomas Bowditch is a senior research analyst and the director of the Strategic Initiatives Group at the Center for Naval Analyses (CNA) in Alexandria, Virginia. Tom has been with the Center since 1992, and currently heads the Strategic Initiatives Group (SIG) within the Strategic Studies Directorate. The SIG focuses on broad issues of national security, in particular the maritime component of national security strategy with an emphasis on assessing real world military operations including transformational initiatives.

In 2007 Tom was temporarily assigned to the Commander, US Central Command in Tampa where he completed a special project for the commander on strategic options for the way ahead in Iraq. This assignment required several trips to Iraq where Tom visited the major U.S. commands and had multi-level discussions with American and Iraqi commanders. Earlier in Operation Enduring Freedom Tom was in the Persian Gulf and Afghanistan during the first half of 2002 providing analytical support to the Marine Corps Combat Assessment Team.

From 2002 through 2006 Tom was assigned as the CNA representative to the Commander, US Pacific Command in Hawaii. As a special assistant for the Commander in Chief, USPACOM, Tom worked primarily on the Pacific Command's input to the Integrated Global Presence and Basing Strategy (IGPBS). He was responsible for the development of U.S. strategic forecasts for the Pacific region, and force posture changes to meet those scenarios. He participated in the three-year series of negotiations between the governments of the United States and Japan led by the Office of the Secretary of Defense and dedicated to a realignment of U.S. force posture in Japan as part of the transformation of the U.S.-Japan security alliance.

Tom has done operational research for both the Marine Corps and Navy over the past several years. He conducted a major study for the Commander Seventh Fleet in Japan on ordnance requirements for the Korean series of Operational Plans. Previously he participated in a major study for the Marine Corps on improving the Corps' force deployment planning and execution (FDP&E) process. Tom has also done considerable work in the area of Command and Control (C2), the dynamics of headquarters staff architecture, and the evolution of command relationship architectures. Tom has also done considerable work analyzing the roles and missions naval forces in light of changes in the global security environment.

Tom retired from the Marine Corps in 1992 with the grade of Colonel. A Naval Aviator, Tom began his Marine career as a helicopter pilot in Vietnam. As an attack pilot he later commanded at the squadron and group levels, concluding his career as the Director of Operations, Marine Forces Pacific during the first Gulf War. After leaving the Marine Corps, Tom attended the University of Virginia where he earned a Masters Degree and a Ph.D. in International Relations. During his Doctoral work Tom wrote on the subject of Islamic fundamentalism and completed his dissertation in the field of U.S. foreign policy in the Middle East.

## **Lawson W. Brigham**

Dr. Lawson W. Brigham is Deputy Director and Alaska Office Director of the U.S. Arctic Research Commission in Anchorage. He is currently Chair of the Arctic Marine Shipping Assessment of the Arctic Council, an intergovernmental forum of the eight Arctic nations. He is also Vice Chair of the working group on Protection of the Arctic Marine Environment and was a contributor to the Arctic Climate Impact Assessment conducted 1999-2004. A career U.S. Coast Guard officer 1970-1995, he was commanding officer of four ships including the polar icebreaker POLAR SEA on voyages to the Arctic and Antarctic. As a captain at U.S. Coast Guard Headquarters he was chief of the Commandant's Strategic Planning Staff and he has also served on the faculties of the Coast Guard Academy and Naval Postgraduate School.

Dr. Brigham earned a B.S. in ocean science from the U.S. Coast Guard Academy and an M.S. in management from Rensselaer Polytechnic Institute. He received an M.Phil in polar studies and Ph.D. in polar oceanography from Cambridge University in the United Kingdom. Dr. Brigham is also a distinguished graduate of the U.S. Naval War College and has written extensively on the Russian Arctic, polar affairs and Arctic marine navigation.

## **Joshua Calder**

A professional futurist since 1995, Josh Calder tracks social, economic, and consumer change for corporate and government clients at Social Technologies.

Josh has an M.A. in foreign and defense policy from American University and a B.A. from Wesleyan University in government. Areas of interest include: emerging markets, cultural change, and international relations.

## **James Canton**

Dr. James Canton is a leading global futurist, social scientist, business advisor and author. For over 30 years he has been insightfully predicting the key trends and risks that have shaped our world. He is a leading authority on future trends in innovation, global risk and forecasting.

Dr. Canton is CEO and Chairman of the Institute for Global Futures, a think tank he founded in 1990. He advises governments and the Fortune 1000 on global risk and trends in innovation, financial services, health care, life sciences, energy, security, workforce, climate change and globalization. Dr. Canton developed and directs Trend Trakker: The Global Risk and Strategic Forecasting Service. He is a Senior Fellow at the Center for Research in Innovation at the Kellogg School of Management, the Club of the Future and serves on Motorola's Visionary Advisory Board. He has advised three White House Administrations, the National Science Foundation and MIT's Media Lab, Europe.

Dr. Canton's work has been featured in the media, including CNN, Fox, Wall Street Journal and Defence Weekly. He is the author of *The Extreme Future: The Top Trends That Will Reshape the World for the Next 5, 10 and 20 Years*, and *Technofutures: How Leading-Edge Innovations Will Transform Business in the 21st Century*.

### **Joseph Chamie**

Joseph Chamie is currently Director of Research at the Center for Migration Studies, New York and Editor of the *International Migration Review*. Formerly, he was the Director of the United Nations Population Division. He had been with the United Nations in the field of population and development both overseas and in New York for more than a quarter century. Among other major duties, he was the deputy secretary-general for the 1994 United Nations International Conference for Population and Development. In addition to completing numerous population studies issued under United Nations authorship, he has also written many studies in his own name in such areas as fertility, population estimates and projections, international migration and population and development policy.

### **Kevin J. Cogan**

Mr. Kevin Cogan is a private consultant employed by Booz Allen Hamilton, Inc. with assignment at the U.S. Army War College where he was previously the Professor of Information Technology where he held the General Broehon Burke Somervell Chair of Management. He retired from the Army in the grade of Colonel after thirty years of service in the Signal and Army Acquisition Corps. He commanded tactical communications units in the Third Infantry Division and the U.S. Fifth Corps in Germany and served in a variety of communications-electronics research and development as well as acquisition management assignments in the United States.

In his last military assignment, Mr. Cogan was the Chief Information Officer at the U.S. Military Academy, West Point from which he graduated with a B.S. and later served as an associate professor of computer science. He holds an M.S. and professional engineer degrees from Columbia University. He is also a graduate of the Defense Systems Management College and the U.S. Army War College.

### **R. Scott Cost**

Dr. R. Scott Cost is a Senior Computer Scientist with the Milton Eisenhower Research Center of the Johns Hopkins University Applied Physics Laboratory, and is currently serving a resident Technical Advisor to the U.S. Department of Defense. Areas of interest include mission management/command and control, intelligent/autonomous systems, information retrieval, simulation and virtual environments, and training. Dr. Cost is also on the faculty of the University of Maryland Baltimore County and the University of Maryland University College, and has taught in the areas of computer science and project/program management.

Dr. Cost holds an A.B. from Colgate University, M.S.E. from Johns Hopkins University, and a Ph.D. from the University of Maryland Baltimore County, all in Computer Science.

## **Samuel DeWolfe**

Mr. Samuel DeWolfe is a Senior Computer Scientist, Director of Standards Development for Computer Science Corporation, and a SETA contractor for the DoD Biometrics Fusion Center since 2002. He serves as an Identity Management and Biometrics Subject Matter Expert for the Department of Defense Biometrics Fusion Center and the Defense Biometrics Task Force. In his current role, Mr. DeWolfe supports a variety of interagency activities such as interoperability of enterprise systems, facilitation of open architectures, and the enhancement of interagency information sharing. He also specializes in the development of information exchange - providing interagency enterprise-wide implementation for counter-terrorism biometrics – and works with the interagency community on special identity management and biometrics initiatives. Mr. DeWolfe supports the White House National Science Technology Council's Sub-committee on Identity Management, the DoD Identity Protection & Management Senior Coordinating Group, and other national-level standards efforts.

Mr. DeWolfe has served as the SAIC Program Manager for the DoD Biometrics Fusion Center. In this role, he managed a wide variety of projects and personnel to support the advancement of Department of Defense and other national and international-level identity management systems. Mr. DeWolfe has been involved in the full life cycle of identity management systems to include biometrics R&D, T&E, acquisition, and implementation.

## **Carol Dumaine**

Carol Dumaine serves as the head of a newly-created directorate, Energy and Environmental Security Directorate, in the Office of Intelligence and Counterintelligence at the U.S. Department of Energy. Prior to this, she served as director of the CIA's Global Futures Partnership, a strategic "think-and-do tank" that undertakes unclassified global outreach on strategic issues facing the intelligence community today and in coming years.

She was a 2007 Service-to-America National Security Medal Finalist for spearheading the Global Futures Forum initiative, a multinational network linking representatives of intelligence services with leading thinkers from academia, business, strategy and other non-government sectors in communities of practice focused on transnational security issues. Prior to this, Ms. Dumaine served as an analyst and manager in the CIA's Directorate of Intelligence since the early 1980s.

She has lived in Austria, Germany, Guatemala, Honduras, Israel, Russia, and Taiwan, and has degrees from Georgetown University's School of Foreign Service and Johns Hopkins University's School of Advanced International Studies.

## **Arnold C. Dupuy**

Arnold C. Dupuy joined Analytic Services, Inc. (ANSER) in 2005. He has researched and written on the geopolitical aspects of energy security, as well as the protection of energy infrastructures in the United States and abroad. He is the co-author of “Energy Security: The Conflict after Next?” which was presented at the ENERSEC II Conference, held at the University of Salzburg in 2007. Mr. Dupuy has been involved in numerous table top exercises, conferences and seminars in both the private and public sectors which have addressed the topic of energy security.

Mr. Dupuy is a Ph.D. candidate in Planning, Governance and Globalization at the Virginia Polytechnic Institute and State University (Virginia Tech), and he received an M.A. in Strategic Security Studies from the National Defense University in Washington, DC. He also holds an M.A. in International Transactions from George Mason University.

## **Jerome Clayton Glenn**

Jerome C. Glenn is the Director of The Millennium Project (on global futures research) of the World Federation of United Nations Associations and co-author with Ted Gordon of the annual *State of the Future* of the Millennium Project for the past eleven years. He has 37 years of Futures Research experience working for governments, international organizations, and private industry in Science & Technology Policy, Environmental Security, Economics, Education, Defense, Space, Futures Research Methodology, International Telecommunications, and Decision Support Systems with the Committee for the Future, Hudson Institute, Future Options Room, and the Millennium Project.

Recent research includes: Global Energy Collective Intelligence, National Future Strategy Units, Future Education and Learning Possibilities by 2030, Global Energy Scenarios for 2020, the Future of Ethics, 2025 Science and Technology Scenarios, Middle East Peace Scenarios, and Military R&D Priorities to Reduce Health and Environmental Impacts of Nanotechnology. Glenn was the Deputy Director of Partnership for Productivity International involved in national strategic planning, institutional design, training, and evaluation in economic development in Africa, the Middle East, Asia, the Caribbean, and Latin America and created CARINET in 1983 as the leading computer network in the developing world subsequently bought by CGNet. He has been an independent consultant for the World Bank, UNDP, UNU, UNESCO, FAO, UNEP, US/EPA, USAID, and several governments and corporations.

He invented the "Futures Wheel" a futures assessment technique, Futuristic Curriculum Development, and concepts such as conscious-technology, transinstitutions, tele-nations, management by understanding, definition of environmental security, feminine brain drain, just-in-time knowledge and learning, information warfare, feelysis, nodes as a management concept for interconnecting global and local views and actions, and coined the term futuring in 1973. *Saturday Review* named him among the most unusually gifted leaders of America for his pioneering work in Tropical Medicine, Future-Oriented Education, and Participatory Decision Making Systems in 1974. He was instrumental in naming the first Space Shuttle the Enterprise and banning the first space weapon (FOBS) in SALT II.

He has published over 100 future-oriented articles in such as the *Nikkei*, *ADWEEK*, *International Tribune*, *LEADERS*, *New York Times*, McGraw-Hill's *Contemporary Learning Series*, *Current*, *Royal Society of Arts (RSA) Journal*, *Foresight*, *Futures*, *Technological Forecasting*, *Futures Research Quarterly*, and *The Futurist*. He is editor of *Futures Research Methodology* versions 1.0 and 2.0, author of *Future Mind: Merging the Mystical and the Technological in the 21st Century*, *Linking the Future: Findhorn, Auroville, Arcosanti*, and co-author of *Space Trek: The Endless Migration*.

Jerome C. Glenn has a B.A. in philosophy from American University, an M.A. in Teaching Social Science - Futuristics from Antioch Graduate School of Education (now Antioch University New England), and was a doctoral candidate in general futures research at the University of Massachusetts. He received the Donella Meadows Metal, Kondratieff Metal, Emerald Citation of Excellence, honorary professorship and doctor's degrees from two universities in South America and is a leading boomerang stunt man.

## **William (Bill) G. Glenney, IV**

Since 1998, Mr. Glenney has served as the Deputy Director of the Chief of Naval Operations' Strategic Studies Group, guiding the group in the study of strategy and the development of innovative naval warfare concepts. He is also a Professor on the Faculty of the Naval War College in Newport, RI.

An Honors graduate in Mechanical Engineering from the U.S. Naval Academy, Mr. Glenney was commissioned in the U.S. Navy in 1976. He served in the Naval Nuclear Propulsion Program and the Submarine Force as Division Officer and Officer of the Deck in USS ETHAN ALLEN (SSBN 608) (BLUE), Engineer and Senior Watch Officer in USS DACE (SSN 607), and Executive Officer of Nuclear Power Training Unit, Windsor Connecticut. Following ten years of active duty, Mr. Glenney joined Sonalysts, a high-technology firm, as a Partner becoming a vice president in 1996. He remained with Sonalysts, working principally on submarine real-world operations and intelligence matters until 1998.

Mr. Glenney received his M.S. in Mechanical Engineering from Rensselaer Polytechnic Institute and his M.A. in National Security and Strategic Planning with Distinction from the Naval War. He has conducted doctoral studies in international relations and national security affairs at the University of Connecticut. He retired from the Navy and Navy Reserve in 2006 after 30 years of commissioned service including four tours as Commanding Officer. His personal awards include Legion of Merit with Gold Star, Meritorious Service Medal with Gold Star, Navy-Marine Corps Commendation Medal with Four Gold Stars, and Navy-Marine Corps Achievement Medal with Two Gold Stars.

## **Patrick Gorman**

Patrick Gorman serves as the Assistant Deputy Director National Intelligence for Strategy, Policy, and Plans and as a Senior Advisor for the Director of National Intelligence (DNI). In his role as ADNNI for Strategy, Policy and Plans, he will focus on scenario-planning and strategic analysis for the intelligence community, developing community-wide policies, and coordinating implementation planning to meet the Director's agenda and execute the National Intelligence Strategy. As a Senior Advisor, he will be focused on strategic integration and transformation issues to the Director of National Intelligence.

Prior to his appointment as Senior Advisor, Mr. Gorman was a Principal with the consulting firm Booz Allen Hamilton, where he focused on strategy, integration, and technology planning in support of clients in the Intelligence, Homeland Security, Defense, Health, Energy and Financial Services sectors. His major areas of expertise are scenario-planning and global futures development, policy and strategy analysis, strategic integration, and architecture and technology evaluation. Mr. Gorman spent ten years in the United States Air Force in strategic airborne reconnaissance and intelligence analysis and served in Desert Storm. He led many of the initial efforts in the mid-1990s as a consultant on the Joint Staff to develop Network-Centric Warfare concepts and architectures, where he developed novel techniques for using modeling and simulation to support budgetary decisions for the JROC. Mr. Gorman led the development of the Network Operations efforts and established the Theater C4ISR Coordination Center (TCCC) at PACOM. He spent several years working strategic integration issues for commercial clients in North America and Europe until the events of September 11<sup>th</sup>, when Mr. Gorman was selected to lead the implementation team to stand-up the Transportation Security Administration and the larger integration of the Border and Transportation Security agencies.

Mr. Gorman has a B.A. degree from University of Maryland and an M.A. from the George Washington University.

## **Terry Grim**

Terry Grim is a futurist and strategist for Social Technologies client projects, bringing 30 years of experience from IBM, where she supported both division and corporate strategy. She also has extensive project management experience, including software systems development in NASA's Space Station and Space Shuttle programs, as well as commercial projects. She has been certified as a project manager by both IBM and the Project Management Institute.

Terry received a B.S. with high honors (Phi Beta Kappa) in computer science from the University of Florida. She is an adjunct professor in studies of the future at the University of Houston, and holds an M.S. from that program. Areas of interests are futures methodology, business designs, and organizational change.

## **Robert Holder**

Robert Holder is a computer scientist in the Milton Eisenhower Research Center of the Johns Hopkins University Applied Physics Laboratory (APL). His current research interests include artificial intelligence, with a current focus on real-time planning, and virtual environments. His experience also includes the application of middleware and web technology to several domains including biological analysis, satellite management, and space data resource access. Mr. Holder has taught various courses related to computer science at Tulane University, Johns Hopkins University, and the University of Maryland Baltimore County.

Mr. Holder holds a B.S. and M.S. in Computer Science from Tulane University, and is pursuing his Ph.D. at the University of Maryland Baltimore County.

## **James H. Irvine**

Mr. Irvine is the senior research analyst for the Naval Air Warfare Center Weapons Division Revolution in Military Affairs (RMA) Program. He leads the laboratory's studies program on the impact of technology on the future of warfare and advises management on the nature of future warfare and emerging technologies. He has prepared numerous papers and briefings on the geopolitics and technology of future warfare for the Center and for the Office of Net Assessment, where he has contributed to its various study programs.

Before becoming the Center's RMA lead, Mr. Irvine spent 30 years as a weapons designer and program manager of various naval weapons systems and avionics systems, including the Sparrow Missile and Joint Navy, Army, Air Force GATOR Anti-armor program. In 1989 he served in the Pentagon (in the Office of the Under Secretary of Defense for Acquisition) as staff specialist for airborne weapons and was serving in this capacity when the Berlin Wall fell, the Cold War ended, and the first Gulf War broke out. Mr. Irvine also serves as a senior systems engineer for the Sidewinder Air-to-Air Missile, which supplies 60% of the world's air defense.

## **Michael Jackson**

Mike Jackson is a Founder Member and Chairman of *Shaping Tomorrow*. He also advises businesses on dramatically improving their competitiveness through pioneering work on practical Sustainable Business Strategies. Clients include a number of blue-chip, international and national companies and small to medium sized UK businesses. He speaks on business subjects including futures, sustainability, customer loyalty and retention, business process re-engineering, change management, building strategic visions and values and people motivation and communications, ethics, alliances and corporate governance: he has many published articles on these subjects. With over 30 years' experience in Business he has significant exposure to corporate banking and consumer finance and, latterly, futuring.

He studied at Salford University, Manchester, and holds a B.S. in Electronics and a U.S. accredited M.B.A. in Operations Research. He was conferred an Honorary Doctorate in Business Administration by the University of Wolverhampton and is a Fellow of the Institutes of Directors and a full member of the Strategic Planning Society, the Association of Professional Futurists and the World Future Society.

### **Michael B. Jeffress**

Mr. Jeffress assumed his duties as Senior Warning Officer in 2008. He is a retired Army Military Intelligence and Foreign Area officer with more than 34 years of experience at the national, departmental, and theater levels. Among his diverse assignments, he has served as Chief of the Army's European Warning Center, Chief of the Joint All-Source Analysis Center in Berlin, a Liaison Officer in the United States Military Liaison Mission in Potsdam, a Watch Officer and desk analyst in Pacific Command, an international affairs desk officer in the Army Secretariat, and the U.S. Army Attaché to the Czech Republic. Prior to this assignment, Mr. Jeffress served as the Global Trends Team Chief and Senior Intelligence Officer in the DIA Defense Warning Office, and has a broad background in global security issues, long-range analysis, and futures intelligence.

He holds a B.S. in political science from Murray State University, an M.Ed. in government from Southwest Texas State University, and an M.A. in Russian Area Studies from Georgetown University.

### **David B. Kanin**

David B. Kanin is the Director of Long-Range Ethnic and Religious Identity Issues with the National Intelligence Council. Dr. Kanin also is an Adjunct Professor of International Relations at the School of Advanced International Studies of Johns Hopkins University. He previously had been Senior Political Analyst with the Red Cell, an alternative analysis and brainstorming group at the Central Intelligence Agency. Before September 11, 2001 he was senior political analyst with the Director of Central Intelligence's Interagency Balkan Task Force, where he was responsible for assessing longer-term trends in the region as a whole as well as prospects for specific states. Dr. Kanin has traveled extensively in Europe and the Balkans and was a member of the US delegation to the Rambouillet peace talks on Kosovo in 1999.

From 1993-1996 Dr. Kanin served as Deputy National Intelligence Officer for Europe. Previously, he held various analytical positions concerning Europe and Northeast Asia in CIA's Directorate of Intelligence, and was a member of the US delegation to the Madrid Review Conference of the Conference on Security and Cooperation in Europe in 1981.

Before joining the CIA Dr. Kanin taught at Boston College and Framingham (MA) State College. He holds a Ph.D. in International Relations from the Fletcher School of Law and Diplomacy, Tufts University.

### **Kenneth L. Knight, Jr.**

Mr. Knight was appointed National Intelligence Officer for Warning in 2004. He is a Defense Intelligence Senior Executive with over 25 years of experience at the national, departmental, and theater intelligence echelons and has served in a range of intelligence disciplines in both joint and allied assignments. He served as the Chief of DIA's Defense Warning Office (2002-2004) and as the Defense Intelligence Officer for Global Trends (1992-2002). Prior to these assignments, Mr. Knight served as the Senior Executive Analyst on the Army Staff, where he managed Army involvement in the National Intelligence production process and represented the Army on the Military Intelligence and National Foreign Intelligence Boards. As Deputy National Intelligence Officer for General Purpose Forces on the National Intelligence Council (1993-1995), he directed the planning and production of interagency National Intelligence Estimates on foreign conventional military trends and capabilities. Prior to that, Mr. Knight was the Army's Deputy Director of Foreign Intelligence, where he oversaw the analytic content and managed the planning and execution of the Army Staff's global intelligence production effort. Before that, Mr. Knight spent five years in Europe analyzing Warsaw Pact political and military developments for the US European Command, the US Army Europe, and NATO. He has also served as the Chief of the Army's European Warning Center and as an analyst for DIA, the Army Staff, and the US Navy.

Mr. Knight has a broad background in global security issues and foreign military strategy, capabilities, and operations. He holds a B.A. in history from James Madison University, an M.A. in security policy studies from George Washington University, and is a graduate of the National War College.

### **Barton Kunstler**

Barton Kunstler, Ph.D., is a futurist and consultant specializing in systems, strategies, and innovation. He is author of *The Hothouse Effect*, an internationally acclaimed book that explains the dynamics of highly creative organizations and communities. Dr. Kunstler has published on a wide range of issues: intelligence analysis, forecasting, leadership, international policy, communication, technology, creativity, and education, and presented on these topics at numerous conferences. *The Hothouse Effect* has garnered attention from organizations world-wide, including the U.S. embassy in Turkey, Saatchi & Saatchi, various strategic planning organizations, *The Economist*, *My Business* magazine, the American Red Cross, *USA Today*, and the U.S. Forest Service, and both the book and select chapters have been translated into several languages. He is a Fellow of Proteus USA and author of a Proteus Monograph on changes in the nature of leadership in the next decades, with a focus on the intelligence community.

An active member of the World Future Society, Dr. Kunstler was a full professor of management and program director at Lesley University in Cambridge, MA, for many years. Dr. Kunstler is also involved in several educational and community initiatives.

## **Tom Longstaff**

Dr. Tom Longstaff is the senior advisor for science and technology for the Applied Information Science Department of the Applied Physics Laboratory (APL). APL is a University Affiliated Research Center (UARC), a division of the Johns Hopkins University founded in 1942 and located in Laurel, MD. Tom joined APL in 2007 to work with a wide variety of infocentric operations projects on behalf of the US Government to include information assurance, intelligence, and global information networks.

Prior to coming to APL, Tom was the deputy director for technology for the CERT at Carnegie Mellon University's Software Engineering Institute. In his 15-year tenure at CERT, Tom helped to create many of the projects and centers that enabled CERT to become an internationally recognized network security organization. His work included assisting the Department of Homeland Security and other agencies to use response and vulnerability data to define and direct a research and operations program in analysis and prediction of network security and cyber terrorism events.

Tom's academic publications span topics such as malware analysis, information survivability, insider threat, intruder modeling, and intrusion detection.

He maintains an active role in the information assurance community and regularly advises organizations on the future of network threat and information assurance. Tom is on the faculty of The Johns Hopkins University and is a fellow of the International Information Integrity Institute.

## **Thomas G. Mahnken**

Dr. Mahnken has served as the Deputy Assistant Secretary of Defense for Policy Planning since November 2006. He is responsible for the major strategic planning functions within the Office of the Secretary of Defense. He provides advice on strategy and policy to the Secretary of Defense, Deputy Secretary of Defense, and Undersecretary of Defense for Policy. He is also responsible for the preparation of guidance for war plans and the development of the defense planning scenarios. Between September and October 2006, he was Deputy Assistant Secretary of Defense for Resources and Plans and Acting Deputy Assistant Secretary of Defense for Policy Planning. Between 1997 and 2006, Dr. Mahnken was a Professor of Strategy at the U.S. Naval War College. From 2004 to 2006, he was a Visiting Fellow at the Philip Merrill Center for Strategic Studies at Johns Hopkins University's Paul H. Nitze School of Advanced International Studies (SAIS). Between 2003 and 2004, he served as the Acting Director of the SAIS Strategic Studies Program.

Dr. Mahnken served on the staff of the Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction. In 1995-1996, he was a National Security Fellow at the John M. Olin Institute for Strategic Studies at Harvard University. In 1992-1994, he served in the Defense Department's Office of Net Assessment. He served as a member of the Gulf War Air Power Survey, commissioned by the Secretary of the Air Force to examine the performance of U.S. forces during the 1991 Gulf War. In 1988-1989, he served as an analyst in the Non-Proliferation Directorate of OSD, where he was responsible for enforcing U.S. missile proliferation policy.

Dr. Mahnken is the author of *Uncovering Ways of War: U.S. Intelligence and Foreign Military Innovation, 1918-1941* and (with James R. FitzSimonds) of *The Limits of Transformation: Officer Attitudes toward the Revolution in Military Affairs*. He is the editor (with Emily O. Goldman) of *The Information Revolution in Military Affairs in Asia* and (with Richard K. Betts) of *Paradoxes of Strategic Intelligence: Essays in Honor of Michael I. Handel*. He has published numerous articles on national security topics.

As a Navy Reserve intelligence officer, he served with Naval Special Warfare units in Iraq and Bahrain and was part of NATO's initial deployment into Kosovo in 1999.

Dr. Mahnken earned his M.A. and Ph.D. in international affairs from the Johns Hopkins University's Paul H. Nitze School of Advanced International Studies (SAIS). He was a *summa cum laude* graduate of the University of Southern California with bachelor's degrees in history and international relations (with highest honors) and a certificate in defense and strategic studies.

## **Paul Martin**

Paul Martin is the Deputy Director of the United States Joint Forces Command's "Center for Joint Futures." Mr. Martin retired from the Army in 2000 after twenty years as an Intelligence Officer having served tours in Europe, the Middle East, Africa and the Pacific.

Over his career he has provided actionable intelligence to tactical commanders, Joint Commands and our nation's intelligence agencies. A product of the Cold War and the Global War on Terror, today, as a team member of JFCOM J5's Center for Joint Futures, Paul focuses his time and attention on the production of the Center's flag ship document the 2008 Joint Operating Environment (JOE) and the other products and services that are designed to support both service and joint concept and capability development.

## **Stephen M. Millett**

Stephen M. Millett is the Founder and Managing Member of *Futuring Associates LL*, and was formerly Futurist and Director, Technology Foresight for *Social Technologies*. Prior to that he served as a thought leader for the Battelle Memorial Institute, focusing on technologies and products of the future. Dr. Millett is an internationally recognized authority on emerging technology management and futuring methods.

Dr. Millett holds a Bachelor's degree from Miami University and a Master's and Ph.D. in history from The Ohio State University. He was an officer in the U.S. Air Force and served as a faculty member at the Air Force Institute of Technology's School of Engineering. He has authored or co-authored four books as well as numerous professional articles. He is a professional member of the World Futures Society and a founding member of the Association of Professional Futurists. His biographical sketch appears in *Marquis Who's Who in America*, 2002.

### **Graham T. T. Molitor**

Mr. Molitor, an authority on forecasting government policy, is president of *Public Policy Forecasting*, and former vice president/legal counsel of the *World Future Society*. He headed lobbying staffs at General Mills and Nabisco, chaired a legislative Commission on the Future, directed research for the White House Conference on the Industrial World Ahead, served on the White House Social Indicators Committee, headed research for Vice President Rockefeller's Presidential campaigns as well as part-time roles in two other Presidential campaigns, worked as a legal counsel in the U.S. Congress, and served with the Assistant Chief of Staff at the Pentagon. Graham served in elective, appointive or advisory capacities on assignments ranging from the White House to local government. Graham's expertise spans the government policy issue spectrum, and his unique predictive skills are based on broad experience as a lawyer, lobbyist, political campaign strategist, university professor, author, encyclopedist, forecaster/futurist, and business owner/executive.

Mr. Molitor is a certified arbitrator, and has the distinction of being the only lawyer ever known to be qualified as a paid expert "futurist" witness in legal proceedings. He divides time on research and writing, and as a professional lecturer delivering up to 32 presentations monthly specializing in societal and government policy change. Mr. Molitor served on 17 government advisory commissions or committees. He also is a member of the Organizing Committee and the Board of Advisors of the Foundation for the Future, as well as a member of the Scholar Advisory Board, *The Next One Thousand Years* project.

### **Margaret M. Polski**

Margaret M. Polski is a political economist with over twenty five years experience leading start-up, turn-a-round, and transformation initiatives in business, government, and civic sectors. Her research interests include security reform, innovation, growth, and regulation.

Dr. Polski is a Research Affiliate at the Center for the Study of Neuroeconomics at George Mason University and a Research Fellow at the Institute for Development Strategies at the School for Public and Environmental Affairs at Indiana University. She has served as an Executive Advisor to security teams with the consulting firm Booz Allen Hamilton; as a senior advisor in the Africa Bureau of the U.S. Agency for International Development; as a management consultant with the Diel Group and A.T. Kearney; and held executive positions with AMERICORD, Inc., Check Technology Corporation, Santa Cruz Imports, and BMC Industries. Dr. Polski has a Ph.D. from Indiana University, an M.P.A. from the Kennedy School of Government at Harvard University, and a B.E.S. from the University of Minnesota.

## **Andrew W. Reynolds**

Since August 2000, Mr. Reynolds, a career civil servant, has served as Deputy and chief of staff for the Office of the Science and Technology Adviser to the Secretary of State (STAS), U.S. Department of State. The STAS leads efforts to augment S&T personnel and literacy at State, strengthening outreach to the domestic and international S&T community, and fostering mid- to long-term strategic planning addressing science, engineering and technology issues in foreign policy within the U.S. government, including the defense and intelligence communities.

Mr. Reynolds began his career in 1974 with Systems Sciences Incorporated, Washington, D.C., as a researcher for energy and public health issues. He joined the Federal Energy Agency in 1975 and, subsequently, the Energy Information Administration of the Department of Energy where he specialized in electricity, nuclear power and energy supply and demand forecasting and analysis. From 1983-1986 Reynolds was posted in Paris as DOE Representative for Europe in the US Mission to OECD. He returned to Washington as Deputy Director for the DOE Office of International R&D Cooperation where he managed the U.S./U.S.S.R. Peaceful Uses of Atomic Energy agreement. He is an expert on the Three Mile Island and Chernobyl accidents.

Mr. Reynolds joined the State Department in 1990 as Deputy Director of the Office of Science and Technology Cooperation and, in 1994-96, served as S&T advisor to the U.S./Russia Cooperative Commission. From 1996 to 2000, Reynolds was posted as Counselor for Environment, Science and Technology at the U.S. Embassy in Rome. During his career he has been regularly recognized for his performance and service, including with Meritorious and Superior Honor Awards from the Department of State.

Mr. Reynolds combined international relations and pre-medical studies as a University Scholar at the University of Virginia, including coursework at the University of Copenhagen in Denmark. He holds graduate degrees in energy technology management from George Washington University and strategic intelligence from the National Defense Intelligence College. Mr. Reynolds capably speaks and reads Spanish, Italian, French, and some German.

## **Sheila R. Ronis**

Dr. Sheila R. Ronis is Director of the MBA/MSSL Programs at Walsh College. She is also President of The University Group, Inc., a management consulting firm, and think tank specializing in strategic management, visioning, national security and public policy. She previously taught “Strategic Management and Business Policy,” “Managing the Global Firm” and “Issues of Globalization” in the M.B.A programs at the University of Detroit Mercy and Oakland University.

She participates in many programs at the Industrial College of the Armed Forces (ICAF) at the National Defense University (NDU) in Washington, D.C. including their National Security Strategy Exercise. In June, 2005, she chaired at ICAF the Army’s Eisenhower National Security Series Conference, “The State of the U.S. Industrial Base: National Security Implications in a World of Globalization.” The *Proceedings* of that conference, which Dr. Ronis co-edited with Dr. Lynne Thompson was published by the NDU in 2006. She obtained a B.S. in Physics and Mathematics, and an M.A. and Ph.D. from The Ohio State University in Large Social System Behavior.

## **Timothy Rosenberg**

An information security specialist with a strong legal background, Tim is presently responsible for developing and delivering highly impact Information Security courses and cyber exercises tailored for his clients.

As President and CEO of *White Wolf Security*, Tim leads the company in its development of advanced cyber exercises. These exercises consist of real time computer network attack and defend scenarios. In 2008, White Wolf Security was the first to integrate VoIP and SCADA into its exercises.

Tim has presented material at a variety of international conferences including RSA 2002, 2003, and 2005, InfowarCon, the American Bar Association's Annual Conference, NW3C Economic Crime Summit, the FBI National Academy at Quantico, Air Force's Information Warfare Conference, and several Electronic Crime Task Forces. Tim has also been a guest lecturer at the U.S. Military Academy at West Point, the Army War College Center for Strategic Leadership, and the Villanova University School of Law. Tim has been an Associate Research Professor at the George Washington University where he taught Information Warfare and Computer Security courses as well as being an Adjunct for Georgetown University's Security Studies Program.

Tim and White Wolf Security's futures research includes presenting material and exercises to the Proteus USA, Proteus Canada, the Navy's Strategic Studies Group and the Cyber Conflict Studies Association.

## **Otto Rutt**

Colonel Otto Rutt (USMC) is the Marine liaison to the executive office for human capital strategy for the Undersecretary of Defense for Personnel and Readiness. His duties focus on serving as an advisor on future strategic manpower issues and planning. Operationally, his background is in Marine fighter aviation having deployed in the F-4 Phantom and the F/A-18 Hornet. His combat experience includes being a Marine liaison to the Combined Air Operations Center at Al Udeid Air Base, Qatar, for Operation Iraqi Freedom in 2004, and being a forward air controller for Operations Desert Shield and Desert Storm in 1991-2.

Col Rutt received an M.S. with honors and a practitioner's designation in strategic studies from the Air War College; his professional studies paper, *Doing Windows in Wanlaweyn*, received the AWC Award for Excellence in Writing. He received an M.B.A. from the University of Chicago and received an undergraduate degree from Harvard University.

## **Sandra Schwarzbach**

As Senior Strategic Analyst for the Naval Air Warfare Center at China Lake, Sandra Schwarzbach provides the leadership at the Laboratory and within Chief of Naval Operations and Office of Secretary of Defense with timely insights on current and projected trends in the Department of the Navy and the Department of Defense as a whole through the Olympus effort, a unique aggregation of intelligence and analysis of the security environment. (Included in this are the Department of State, NCTC CIA, FBI, etc.). She provides key inputs to the Quarterly Defense Reviews, Defense Planning Guidance and other transformation initiatives, and has been the Navy laboratory representative to the OSD Revolution in Military Affairs (RMA) war games for the Office of Net Assessment and Office of Force Transformation. Sandra participated in the RMA Wargames and seminars hosted by the OSD Office of Net Assessment as well as the recently completed Navy Global Games.

Throughout her extensive career at China Lake, she has served as the Program Manager for the Navy Insensitive Munitions Rocket Motor Program helping to develop thermal coatings for rocket motors and warheads as well as advanced technologies such as thermally initiated venting systems; the Deputy Development Engineer for the Skipper Weapon Development Program from inception to deployment; the Software Engineer for Validation and Verification of the Tomahawk guidance system with the Joint Cruise Missile Program Office in Washington, D.C.; the Deputy Project Engineer for the A-6F Aircraft Program Development; and was Program Manager of the SAM/MANPADS Multiservice Visual Signal Simulator training round (SMOKEY SAM) still employed both foreign and domestically today. She has taught numerous courses on the strategy development in the Navy and served as the NAVAIR rep to the S&T Quality Management Board for Laboratory Science and Technology for several years.

## **Jennifer Dabbs Sciubba**

Prof. Jennifer Dabbs Sciubba is the Mellon Environmental Fellow in the Department of International Studies at Rhodes College. Dr. Sciubba's teaching and research examine the various security challenges and opportunities posed by trends in the environment, population, disease, and globalization. Her dissertation, entitled "*The Politics of Population Aging in Germany, Italy, and Japan*," combined political science, demography, and economics to argue that fears of gerontocracy from population aging ignore two important factors: the particularities of political institutions and the politics of aging in policy areas outside of social security. Dr. Sciubba has most recently served as a Demographics Consultant in the Office of the Secretary of Defense in Arlington, VA, and is working on a manuscript about demography and the future of warfare.

Dr. Sciubba received her B.A. in International Relations from Agnes Scott College and her M.A. and Ph.D. in Government and Politics from the University of Maryland, College Park.

## **Matthew Sollenberger**

Matthew Sollenberger is a writer/ analyst for ST's Global Lifestyles and Technology Foresight multiclient projects. He also contributes to custom client projects, working on primary research, trend analysis, and strategic issues.

Matthew has a B.A. from Swarthmore College in political science. Areas of interest include: technology and privacy issues, international relations, and security and energy policy.

## **David J. Staley**

David J. Staley, Ph.D. is an adjunct associate professor and Director of the Harvey Goldberg Program for Excellence in Teaching in the Department of History at The Ohio State University.

He is principal of The *DStaley Group*, a strategic futuring consulting firm, where he has worked with clients from diverse industries—from insurance to publishing to polymers to engineering. He is president of Columbus Futurists, the local chapter of the World Future Society and has written two books, including *History and Future: Using Historical Thinking to Imagine the Future*.

## **Jeremy Tamsett**

Jeremy Tamsett is an Analyst with the U.S. Department of Defense and Henley-Putnam University in San Jose, California, where he serves the latter as a researcher, writer, editor, and subject matter expert on intelligence and counterterrorism. Mr. Tamsett concurrently provides analytic services on terrorism, port security, and nuclear and radiological weapons issues for the Center for Terrorism and Intelligence Studies (CETIS) and the Homeland Security Innovation Association (HLSIA). Mr. Tamsett is the founding partner and strategic advisor of *Resilience, Inc.*, a risk management company. Formerly, Mr. Tamsett was President and Founder of *International Security Solutions Corporation* (ISSC), a consultancy that provided state and local government entities with subject matter expertise related to WMD terrorism. Mr. Tamsett was also a Research Assistant at the Center for Nonproliferation Studies in Monterey, CA where he maintained an international security database on behalf of the Nuclear Threat Initiative (NTI).

Mr. Tamsett received his M.A. in International Studies and Certificate in International Security from the University of Denver, a Certificate in Advanced International Affairs from Texas A&M University, and Certificate in Nonproliferation Studies from the Monterey Institute of International Studies. He completed his undergraduate work in Political Science at the University of Kansas. He is co-editor of *Jihadists and Weapons of Mass Destruction* (forthcoming).

### **William (Bill) O. Waddell**

Mr. Bill Waddell is the director of the Command and Control Group in the Center for Strategic Leadership's Science and Technology Division and is the Chairman for Proteus USA. He has been on the faculty of the U.S. Army War College since 1994, teaching Command and Control systems and applications, Military Crisis Action Planning, Information Operations and Command and Control Warfare, and Network Centric Warfare. He has oversight over the operations and maintenance of the Global Command and Control System at the USAWC, the development of the Joint Robotics program, the War College's participation in the Defense Information Systems Agency's Network Centric Enterprise Services program, and the application of collaboration and collaborative systems into the War College's academic and exercise program.

In his personal life Mr. Waddell is the Northeast Regional Director for the international ALERT Cadet program, dedicated to teaching character to young men ages 8-17.

Mr. Waddell is a retired Naval Aviator. He has a B.S. in Education from the University of Wisconsin, Lacrosse. He earned an M.A. in Strategic Studies from the Naval War College and an M.A. in International Relations from Salve Regina University.

### **Heather Williams**

Ms. Heather Williams is an International Security Analyst at Analytic Services, Inc., a not-for-profit public service institute committed to the promotion of systems thinking, in Arlington, VA. Ms. Williams currently serves in the Office of the Secretary of Defense Chemical and Biological Defense Program and is responsible for biosecurity issues.

She has co-authored multiple reports to Congress on Chemical and Biological Defense and CBRN Education and Training. She also worked for the US Air Force as a student fellow, the Chemical and Biological Arms Control Institute, as well as the US-Russia Business Council. At the Chemical and Biological Arms Control Institute her work focused on chemical demilitarization in Russia and the development of non-lethal agents. Her presentation provides an overview of Russian Organized Crime as a case study of future threats from transnational crime, the internationalization of organized crime, and characteristics unique to the Russian model that serve as examples for "futures" analysis thinking.

Ms. Williams received her B.A. with honors from Boston University in International Relations and Russian Studies, and her M.A. from The George Washington University in Security Policy Studies.

## **Phil Williams**

Phil Williams, Ph.D. is currently Visiting Research Professor, Strategic Studies Institute, US Army War College, and Professor of International Security in the Graduate School of Public and International Affairs at the University of Pittsburgh. From 1992 to 2001, Dr. Williams was the Director of the University's Matthew B. Ridgeway Center for International Security Studies. His research has focused primarily on transnational organized crime and he was founding editor of the journal, *Transnational Organized Crime* (now *Global Crime*). He has published on alliances among criminal organizations, global and national efforts to combat money laundering, and trends in cyber crime.

Dr. Williams has been a consultant to both the United Nations and US Government agencies. He has edited or co-authored books on the Carter, Reagan, and Bush Presidencies, *Russian Organized Crime*, *Illegal Immigration and Commercial Sex: the New Slave Trade*, and *Combating Transnational Crime*. He recently published book chapters on the financing of terrorism and the relationship between organized crime and terrorism, as well as on trafficking in women. He has also conducted research on how to attack terrorist networks and is completing a book for Polity Press on *Transnational Crime and International Security*.

At the Strategic Studies Institute, Dr. Williams has published a monograph entitled *From the New Middle Ages to a New Dark Age: The Decline of the State and U.S. Strategy* and is working on monographs on organized crime in Iraq, and the Madrid bombings. Dr Williams is a National Intelligence Council Associate and works closely with the Office for Warning.

## **Robert Williams**

Major General Robert Williams was commissioned in Armor from the Citadel in 1974. Following the Armor Officer Basic Course, he served as a Tank Platoon Leader, Mortar Platoon Leader, CSC Executive Officer, and Tank Company Commander in the 4th Battalion, 63d Armor at Fort Riley, Kansas from 1975 to 1979.

After graduating from the Field Artillery Advanced Course, he served in the 8th Infantry Division as an Aide de Camp to the Commanding General and the Battalion S3 of the 1st Battalion, 68th Armor from 1980 to 1983. Following graduation from the Command and General Staff College, he served as the Brigade S3 of the 2d (St. Lo) Brigade, 2d Armored Division and the Executive Officer of the 3d Battalion, 67th Armor at Fort Hood, Texas and Southwest Asia from 1989 to 1991. From 1992 to 1994, he commanded the 1st Battalion, 34th Armor at Fort Riley, Kansas, which was followed by an assignment with the Joint Staff, J7, and Conventional War Plans Division in Washington, D.C.

From 1997 to 1999, Major General Williams commanded the 2d, (SPARTAN) Brigade of the 3d Infantry Division (Mechanized). Following brigade command, he served as the Commander, Battle Command Training Program (BCTP) at Fort Leavenworth, Kansas from 1999 to 2000.

From July 2000 until September 2001, Major General Williams served as the Assistant Division Commander (Support) for the 1st Infantry Division in Schweinfurt, Germany. This assignment was followed by a fifteen month tour of duty as the Deputy Chief of Staff, G3/Operations, HQ Allied Command Europe, Rapid Reaction Corps (ARRC), Mönchengladbach, Germany.

From November 2002 through June 2004, Major General Williams served as the Commanding General, 7th Army Training Command and the Expeditionary Training Center, headquartered at Grafenwöhr, Germany. During this period, he also deployed to Baghdad, Iraq in support of Operation Iraqi Freedom as the C3 for CJTF-7. He served as the G3 (Operations), U.S. Army Europe and Seventh Army from June 2004 until August 2005. His most recent assignment was as Commanding General of the U.S. Army Armor Center, Ft. Knox, Kentucky from October 2005 until January 2008.

His civilian education includes a Bachelor of Arts Degree in History from the Citadel, a Master of Arts Degree in Philosophy from Emory University, and a Master of Arts Degree in National Resource Strategy from the National Defense University.

Major General Williams' decorations include the Army Distinguished Service Medal, Defense Superior Service Medal, two Legion of Merits, the Soldier's Medal, a Bronze Star Medal for valor, two Defense Meritorious Service Medals, and the Joint Service Commendation Medal.

## **Joshua Work**

Joshua Work is an intelligence professional employed with a small consultancy in the northern Virginia area. He has a decade of service in the government and private sector, including six years overseas experience throughout Europe, Russia, Asia, Latin America, and the Middle East. His assignments have covered a variety of transnational issues and homeland security areas, including information operations, terrorism, narcotics, organized crime, transportation security, and critical infrastructure protection accounts. Mr. Work has developed and taught intelligence analytic tradecraft on behalf of a number of academic and government institutions, including the Office of the Director of National Intelligence, Department of Defense, Department of Homeland Security, Department of Justice, and several university level programs and corporate clients.

Mr. Work is a graduate of the Mercyhurst College Intelligence Studies program. He is currently finishing a Master's degree in Strategic Intelligence at American Military University, and also previously studied in the Sciences Weapons of Mass Destruction program at the Uniformed Services University of the Health Sciences.

## **Edward C. Zelinski**

Ed Zelinski is the Strategic Operations Director at Northrop Grumman Electronic Systems. Ed has 39 years experience with the company and has been involved in every aspect of producing products from research and development, system/design engineering through manufacturing. Ed also has program management, business operations, long range strategic planning (LRSP), government compliance along with mergers and acquisitions experience.

Ed Zelinski earned a B.S. in Mechanical Engineering and an M.B.A. from the University of Maryland where he graduated Summa Cum Laude. Ed is currently a Doctor in Residency at University of Maryland University College's Doctor of Management (DM) program with the degree focused on Management of Technology and anticipates completion in 2008.

## **Steven M. Zotti**

Colonel Steven M. Zotti graduated from the U.S. Naval Academy with Distinction, with a B.A. in Political Science. He served as a Rifle and Weapons Platoon Commander, and Company Executive Officer with the Second Marine Division. Assigned to the U.S. Naval Academy in the Political Science Department, Zotti taught courses on Low Intensity Conflict, foreign policy, and international relations; he was awarded the William P. Clements Award (Outstanding Military Instructor of the Year). Returning to Camp Lejeune, Zotti served as Company Commander and Battalion and Regiment Operations Officer. During this period he was awarded the Leftwich Trophy. Assigned to HQMC, Zotti served in the Strategic Initiatives Group, PP&O, followed by an assignment with the Current Operations Branch, U.S. Central Command, MacDill AFB where he participated in Operation Enduring Freedom. Zotti then served in Okinawa and Ramadi, Iraq, and as commander, Instructor Battalion, TBS, Quantico. He now serves as the Director of the Marine Corps Commandant's Strategic Vision Group.

He is a distinguished or honor graduate from: The Basic School, Expeditionary Warfare School, the Industrial College of the Armed Forces, and a graduate of the Army's Command and General Staff College and the Marine Corps' School of Advanced Warfighting. His advanced degrees include M.A. in US and Comparative Foreign Policy from American University; an MMAS from Army Command and General Staff College; and a M.A. in Strategy and Industrial Resources from ICAF. His personal decorations include the Legion of Merit (with Combat Device); Meritorious Service Medal (with 3 Gold Stars); the Joint Service Commendation Medal; the Navy Commendation Medal (with Gold Star); the Navy & Marine Corps Achievement Medal (with Gold Star); and the Combat Action Ribbon.