

CURRICULUM VITA

June 2016

Marybeth Peterson Ulrich

Department of National Security and Strategy
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CURRENT POSITION

Professor of Government, Department of National Security and Strategy, U.S. Army War College

Adjunct Professor, Baltic Defense College (2005-present); Adjunct Professor, Air Command and Staff College, Distance Learning Master's program (2007-present). Dickinson College (2012-present)

EDUCATION

Ph.D., Political Science, University of Illinois (Champaign-Urbana), 1996.

Dissertation: Democratization and the Post-Communist Militaries: U.S. Support for Democratization in the Czech and Russian Militaries.

Major Fields: International Relations, Comparative Politics, U.S. National Security Policy, Comparative European Foreign Policy, American Government.

M.A., Political Science, University of Illinois (Champaign-Urbana), 1992.

B.S. International Affairs, United States Air Force Academy, 1984 (Distinguished Graduate).
"Distinguished Graduate" is awarded to the top 7% of the class in overall order of merit (53/1027) (in top 10 in military order of merit).

MILITARY SERVICE

Colonel, USAFR. Served 15 years active duty service (1984-1999).
Reservist (1999-2014); Date of Rank is April 1, 2010.
Retired from the Air Force reserve on 1 Jun 2014.

PROFESSIONAL MILITARY EDUCATION

Squadron Officer School (1989), Distinguished Graduate
Air Command and Staff College (1998)
Air War College (2006), Excellent Graduate

MILITARY CAREER SUMMARY (Active Duty 1984-1999) (Reservist 1999-2014)

(2010-2014) Reserve Air Attaché, US Defense Attaché Office Moscow, Russia

(2008-2010) Reserve Assistant Air Attaché, US Defense Attaché Office, Prague, Czech Republic
(2005-2008) International Political Military Affairs Officer, IMA for SAF/IARM (Undersecretary of the Air Force for International Affairs, Middle East/Africa Division)
(1999-Present) U.S. Air Force Academy Admissions Liaison Officer (Area 382, Pennsylvania)
(2003-Dec 2005) International Political Military Affairs Officer, IMA for Undersecretary of the Air Force for International Affairs (Europe-NATO Division)
(1996-1999) Associate Professor, Department of Political Science, USAFA
(1994-1996) Air Force sponsored Ph.D. Student, University of Illinois (Champaign-Urbana)
(1993-1994) Instructor, Department of Political Science, USAFA
(1990-1993) Air Force sponsored Master's Degree Student, University of Illinois (Champaign-Urbana)
(1985-1990) 349th Air Refueling Squadron, Strategic Air Command (SAC)/9th Strategic Reconnaissance Wing, Beale Air Force Base (AFB); Navigator, Instructor Navigator, Standardization/Evaluation Navigator
(1984-1985) Undergraduate Navigator Training, Mather AFB (Air Training Command, ATC)

- Awards and Decs: Meritorious Service Medal (MSM)-4, Defense Meritorious Service Medal -1, Air Medal-1, AF Commendation Medal-1, AF Outstanding Unit-1, AF Organizational Excellence-2, Combat Readiness Medal-2, Air Force Recognition Ribbon-1, National Defense Service Medal-2, Humanitarian Service Medal-1, AF Longevity-7, AF Training -1, Global War on Terrorism-1, Joint Organizational Excellence - 1

CIVILIAN CAREER SUMMARY

Professor of Government, Department of National Security and Strategy, (April 2005-present)

Associate Professor of Government, Department of National Security and Strategy, U.S. Army War College (July 1999-Apr 2005)

Note: As a reservist, I held military and civilian positions simultaneously and worked the military positions part-time while I held full-time civilian positions.

PUBLICATIONS

Book

Democratizing Communist Militaries: The Cases of the Czech and Russian Armed Forces, (Ann Arbor: The University of Michigan Press, 1999.)

Selected Chapters, Monographs, and Articles focused on the Profession of Arms

I have over 40 publications. Those focused on the Profession of Arms are listed below.

August 2015: "'Cashing In' Stars: Does the Professional Military Ethic Apply in Retirement?" *Strategic Studies Quarterly*, Vol. 9, Issue 3 (Fall 2015): <http://www.au.af.mil/au/ssq/comments.asp?id=113>

July 2014: "The Counterproductive Sea of Sameness in Professional Military Education," *Joint Forces Quarterly*.

June 2012, "American Values, Interests, and Purpose: Perspectives on the Roots of American Political and Strategic Culture," *US Army War College Guide to National Security Issues, Vol. II: National Security Policy and Strategy* (Carlisle Barracks, PA: Strategic Studies Institute, 2012).

June 2011, "The General Stanley McChrystal Affair: A Case Study in Civil-Military Relations," *Parameters*, vol. 41, no. 1 (Spring 2011), pp. 86-100.
<http://strategicstudiesinstitute.army.mil/pubs/parameters/Articles/2011spring/Ulrich.pdf>

June 2009: “Challenges Educating U.S. Officers in Democratic Civil-Military Relations,” *Armed Forces and Society: New Challenges and Environments* (Santiago, Chile: Centro de Estudios e Investigaciones Militaries)

August 2008: “A Primer on Civil-Military Relations for Senior Leaders,” in *US Army War College Guide to National Security Issues, Vol. II: National Security Policy and Strategy*, J. Boone Bartholomees, ed. (Carlisle Barracks PA: Strategic Studies Institute), pp. 305-314.

March 2005: Book Chapter, “Infusing Normative Civil-Military Relations Principles in the Officer Corps,” in *The Future of the Army Profession, 2nd ed.*, (New York: McGraw Hill, 2005); This is my highest impact book chapter. It is widely used throughout PME (USAFA, USMA, Air University, US Army War College, among others). It was originally published in *The Future of the Army Profession* in 2002, and again in the 2nd edition in 2005. It was selected for inclusion in *American Defense Policy* (Baltimore: Johns Hopkins University Press, 8th edition, 2006) as a classic civil-military relations article. (Madigan award winner).

September 2006: Journal Article: “U.S. Civil-Military Relations Since 9/11: Issues and Policy Development,” in *The Journal of Military Ethics*, vol. 5, no. 3.

November 2001: “Potential Changes in U.S. Civil-Military Relations,” in *Defeating Terrorism: Strategic Issue Analysis Series* (Carlisle Barracks, PA: Strategic Studies Institute, November 2001)

Publications Focused on Military Professionalism and National Security Transitions

October 2009: “Developing Civil-Military Relations Competencies Among Senior National Security Practitioners in Democratizing Latin America,” USAF Institute of National Security Studies Research Paper Series, Accessed at <http://www.usafa.edu/df/inss/Research%20Papers>

June 2007: *Ukraine’s Military Between East and West*, (Carlisle Barracks, PA: Strategic Studies Institute)

Fall 2005: “Transformation at Last? Achieving Radical Military Reform in the Czech Republic and Slovakia,” *Public Administration and Management*, vol. 10, no.2. This article was also selected for reprint in *A Handbook on Military Administration* (Taylor and Francis: 2007).

November 2004, Book Chapter, “Military Multinationality and Defense Reform in Central and Eastern Europe,” in *Handbook on Military and Social Sciences*, Sven Gareis and Paul Klein, eds., (Berlin: Verlag fur Sozialwissenschaft, 2004).

Fall 2003: Book Chapter, “The Army and Society in the Slovak Republic,” in *The Military and Society in Central and Eastern Europe: Legitimacy and Change*, Timothy Edmunds, Anthony Forster, and Andrew Cottey, eds., (London: Palgrave-Macmillan).

April 2003, *Promoting Professionalism Through Security Cooperation: A Look at the European and Latin American Regions*, (Arlington, VA: Association of the United States Army, 2003).

November 2002: Book chapter: “Professionalisation of the Armed Forces in Slovakia,” in *Professionalisation of Armed Forces in Central and Eastern Europe*, (London: Palgrave Press, 2002)

Summer 2002: Article: “Developing Mature National Security Systems in Post-communist States: The Cases of the Czech Republic and Slovakia,” *Armed Forces and Society*, special edition, spring 2002.

Articles Focused More Broadly on Strategy and Policy:

November 2015: "The Visegrad Four in Afghanistan: Achieving Long Term Security through Alliance Support," in *Coalition Challenges in Afghanistan: The Politics of Alliance*, eds. Gale Matttox and Steven Grenier (Stanford University Press)

April 2009: "NATO at 60," *International Affairs Forum*; <http://ia-forum.org>

August 2008: "Retooling U.S. Public Diplomacy as a Strategic Instrument of Foreign Policy," in *US Army War College Guide to National Security Issues, Vol. II: National Security Policy and Strategy*, J. Boone Bartholomees, ed. (Carlisle Barracks PA: Strategic Studies Institute), pp. 232-240.

"National Security Powers: Are the Checks in Balance?" (2006). This article is currently used in the war college curriculum and is assigned core reading at Air University. (Madigan award winner)

Jan 2005: Book Chapter, "European Security and the Transitional States" in *Foreign and Security Policy in the New Europe*, Roger Kanet, ed. (Aldershot, Hampshire, UK: Ashgate Press).

August 2004: Book chapter, "Presidential Leadership and National Security Policymaking," in *The US Army War College Guide to Strategy*, Boone Bartholomees, ed., (Carlisle Barracks, PA: Department of National Security and Strategy).

November 2002: Book chapter: "The New NATO and Central and Eastern Europe: Managing European Security in the 21st Century," *Almost NATO: Partners and Players in Central and Eastern European Security* (Rowman and Littlefield)

August 2001: Book chapter, "The Czech Republic – Negotiating Obstacles on the Way to Integration," in *Brassey's Eurasian & East European Security Yearbook*, (Washington, DC: Brassey's, 2001).

December 2000: Book chapter, "Czech Republic: Integrated, Yet Still in Transition," in inaugural edition of *Brassey's Eurasian & East European Security Yearbook*, (Washington, DC: Brassey's, 2000).

December 2000: Book chapter, "Russian-Civil Military Relations and the Wars in Chechnya," in *The Russian Armed Forces at the Dawn of the Millennium*, (Carlisle, PA: Center for Strategic Leadership, 2000).

December 2000: Article, *Nato Since Kosovo: The Impact Of The War In Kosovo On The Euro-Atlantic Security Community*, CIAO (Columbia International Affairs Online) at www.cc.columbia.edu

June 2000: Article, "The New Allies: Approaching NATO Political and Military Standards," in *NATO and Europe in the 21st Century: New Roles for a Changing Partnership*, Sabina A-M. Crisen, ed. Washington, DC: Woodrow Wilson Center for International Scholars.

August 1999: Article, "Once in the Club: Continuing Reform in the Czech Military and NATO," in *East European Studies Newsletter*, Washington, DC: Woodrow Wilson International Center for Scholars.

November 1998: Book chapter, "The Democratization of Civil-Military Relations in the Czech Republic," in *The Military and Society in the Former Eastern Bloc*, Constantine Danopoulos and David Zirker, eds., Boulder: Westview Press, 1999.

March 1998: Article, "US Assistance and Military Democratization in the Czech Republic," *Problems of Post-Communism*, vol. 45, no. 2 (March/April 1998).

May 1996: Article “Democracy and Russian Military Professionalism: Why Full NATO Partnership is Still a Long Way Off,” in *Airpower Journal*, (Special Edition 1996).

May 1995: Article, “When East Meets West: Fostering Democracy in Postcommunist States,” in *Airpower Journal* (Special Edition 1995). The article was the lead article of the special issue, which featured the Air Staff-sponsored research projects funded by INSS the previous year

Reviews

I have reviewed books, manuscripts, and articles for *Armed Forces and Society*, *International Politics*, *Airpower Journal*, *Russian Review*, *Slavic Review*, *Oesturopa*, *Journal of Power Institutions in Post-Soviet Societies*, *Palgrave Press*, *Ashgate Press*, *Rowman and Littlefield*, *The Carl Beck Papers*, *The Naval War College Review*, *Johns Hopkins University Press*, *Journal of Political and Military Sociology*, *Parameters*, and *The Strategic Studies Institute*.

PRESENTATIONS AND CONFERENCE PARTICIPATION

I have made over 140 conference presentations and visiting lectures. I highlight some here related to the study of the profession:

Upcoming:

23-28 July 2016: Convener of 10 panels for Research Committee 24, “Armed Forces and Society” at the International Political Science Association (IPSA) World Congress; will present paper (with Risa Brooks), “The Retired Soldier and the State: Norms for Continued Influence Beyond Active Service,” Poznan, Poland.

23-27 Jun 2016: Curriculum development workshop for course, “Civil-Military Relations for Senior Kazakh Leaders,” with faculty of the Kazakh National Defense University, Astana, Kazakhstan; Participation part of NATO’s Defense Education Enhancement Program (DEEP).

24-26 April 2016: Invited expert and paper presenter “The Evolution of the Profession and Civil-Military Discourse Since the National Security Act of 1947,” United States Military Academy Senior Conference #52, “Reassessing the National Security Act of 1947,” West Point, NY

Recent Presentations and Lectures:

11-12 April 2016: Invited lecturer and workshop presenter, “Civil-Military Relations Principles for Strategic Leaders,” Moldovan Military Institute, Chisinau, Moldova (Participation part of NATO’s Defense Education Enhancement Program (DEEP))

4-8 April 2016: Visiting Lecturer and Senior Mentor, Baltic Defense College, Higher Command Studies Course, Overseeing execution of Grand Strategy Module, Tartu, Estonia.

16-18 Mar 2016: Presented paper, “Military Professionalism and Political Change in Central Asia,” at annual meeting of the International Studies Association (ISA), Atlanta, GA

3-6 March 2015: Invited expert and faculty mentor, Mellon Foundation Student Simulation on the Iran Nuclear Deal, US Air Force Academy, Colorado Springs, CO

7-11 Dec 2015: Conducted week long seminar on “Developing Civil-Military Relations Expertise in Newly Independent Former Soviet Republics,” Kazakh National Defense University, Astana, Kazakhstan. (Participation part of NATO’s Defense Education Enhancement Program (DEEP))

Nov 2015: Presented paper, “Does Professionalism Retire with the Military Professional? Reflections on Military Retirees’ Continuing Obligation to the Profession,” Inter-university Seminar on Armed Forces and Society (IUS) biennial conference, Chicago, IL.

Nov 2015: Roundtable participant, “Curriculum Review Lessons for Professional Military Education: What Needs to Go and What Needs to be Added,” Inter-university Seminar on Armed Forces and Society (IUS) biennial conference, Chicago, IL.

May 2015: Invited expert, US Army Africa, Seminar on Gender Mainstreaming in Defense Forces, Arusha, Tanzania

6 April 2015: Organizer of academic workshop on Armed Forces and Society; sponsored by IPSA Research Committee 24, Armed Forces and Society, Carlisle Barracks, PA

March 2015: Invited expert and workshop presenter, “Developing Civil-Military Relations and Military Professionalism,” National Defense University, Astana, Kazakhstan, (Participation part of NATO’s Defense Education Enhancement Program (DEEP))

Nov 2014: Presented paper, “The Political Activism of Retired Officers in the United States: What is the Impact?” with Risa Brooks (Marquette University) at ISAC/ISSS annual conference, Austin, TX.

July 2014: Presented paper, “Politics and the American Military: Assessing the Impact of Retired Officers’ Political Activism on Civilian Supremacy in the United States” with Prof. Risa Brooks (Marquette University), at International Political Science Association (IPSA) World Congress biennial meeting, Montreal, Canada.

July 2014: Presented paper, “Explaining the Role of Military Professionalism and Political Behavior in the Arab Spring” with Prof Carol Atkinson (University of Southern California), at International Political Science Association (IPSA) World Congress biennial meeting, Montreal, Canada.

March 2014: Invited lecturer and workshop presenter, “Civil-Military Relations Principles for Postcommunist States: The Case of Kazakhstan” National Defense University, Astana, Kazakhstan , (Participation part of NATO’s Defense Education Enhancement Program (DEEP))

29 Mar 2014: Roundtable participant, “The Space Between: Closing the Gap between Military and Civilian Educational Communities in the US”, International Studies Association (ISA) annual meeting, Toronto, Canada.

February 2014: Invited lecturer and workshop presenter, “Civil-Military Relations Principles for Postcommunist States: The Case of Ukraine” National Defense University, Kiev, Ukraine (Participation part of NATO’s Defense Education Enhancement Program (DEEP))

January 2014: Invited lecturer and workshop presenter, “Civil-Military Relations Principles for Postcommunist States”, Moldovan Military Institute, Chisnau, Moldova (Participation part of NATO’s Defense Education Enhancement Program (DEEP))

6 Oct 2013: Roundtable participant, “The State of Civil-Military Relations in America: Problems and Solutions,” at the ISSS/ISAC annual conference, Washington, DC.

15 Apr 2013: Invited lecturer, Vanderbilt University Department of Political Science, “What Civilians Need to Know About Civil Military Relations,” Nashville, TN.

6 Apr 2013: Presented paper, "Military Institutions and Political Change in North Africa and the Middle East: A Comparative Analysis," annual meeting of the International Studies Association (ISA), San Francisco, CA.

24-25 Feb 2013: Mellon Foundation Project on Civil-Military Education Cooperation Strategy Grand Strategy Curriculum Development Workshop, Vassar College, Poughkeepsie, NY.

5 Oct 2012: Presented paper, "Bridging the Civil-Military Gap in the Academy and PME in an Era of Shifting Strategic Contours and Austerity" at the ISSS/ISAC annual conference, Chapel Hill, NC.

5 Oct 2012: Participate on Roundtable entitled, "Cooperation and Learning across the Civilian-Military Divide in Academe," at the ISSS/ISAC annual conference, Chapel Hill, NC. (updated USAWC-Dickinson College cooperation as part of the Mellon Foundation Project).

July 2012: Panel organizer of panel, "Civil-Military Relations and the Arab Spring", presented paper, "The Arab Spring and Arab Militaries: The Role of the Military in the Transitioning Middle East", International Political Science Association (IPSA) World Congress, Madrid, Spain.

4 Mar 2012: Panel organizer of panel, "Civics and Citizenship: Civil-Military Implications of the Foundational Deficits in the Education of Public Servants and the Citizenry"; presented paper, "Civics Education and Preparedness for Citizenship and National Service," annual meeting of the International Studies Association (ISA), San Diego, CA.

2-5 Nov 2011: Invited participant, Student Conference on United States Affairs (SCUSA), Conference theme is "Thinking Beyond Boundaries: Contemporary Challenges to U.S. Foreign Policy,"; Faculty facilitator for roundtable on civil-military relations.

3 Nov 2011: Invited lecturer, "Infusing Civil-Military Norms in the Officer Corps," to 650 cadets in the American Politics core course, U.S. Military Academy, West Point, NY.

21 Oct 2011: Chair and organizer of panel, "Dispatches from the Profession of Arms Campaign," presented paper, "The Profession of Arms Campaign and the Renewal of American Civil-Military Relations Norms," biennial meeting of the Inter-University Seminar on Armed Forces and Society (IUS), Chicago, IL

13 October 2011: Invited Roundtable Participant, "Bridging the Civil-Military Academic Divide," annual meeting of the International Security Studies Section and International Security and Arms Control section (ISSS/ISAC) of the International Studies Association and the American Political Science Association, Irvine, CA.

18 June 2011: presented paper, "Contemporary Case Studies in U.S. Civil-Military Relations: The General Stanley McChrystal Affair and the Repeal of Don't Ask, Don't Tell," triennial meeting of the International Political Science Association (IPSA), Research Committee 24, Armed Forces and Society, Ankara, Turkey.

17 Mar 2011: presented paper, "Don't Ask, Don't Tell: A Case Study in Civil-Military Relations," at the International Studies Association (ISA) annual conference, Montreal, Canada.

16 Oct, 2010: presented paper, "The General Stanley McChrystal Affair: A Case Study in Civil-Military Relations and Officer Development." to the ISSS/ISAC annual conference, Providence, RI as part of a panel that I organized and chaired entitled, "Assessing US Professional Military Education".

24-25 Feb 2010: presented lectures, "Civil-Military Relations: Key Relationships, Issues, and Concepts," and "Framework of Civil-Military Relations Fundamentals: Constitutional Foundations" to the Moldovan Military Institute, Chisinau, Moldova in support of NATO's Partnership for Peace PME Consortium.

20 Feb 2010: presented paper, "Civil-Military Relations Illiteracy: Is the US Preparing Its Citizens for the Conduct of National Security in a Democracy?" to the annual meeting of the International Studies Association (ISA), New Orleans, LA.

2 Feb 2010,: presented lecture, "A Constitutional Understanding of Military Officership," as part of the US Naval War College's annual ethics symposium, Newport, Rhode Island.

24 October 2009, presented paper, "Generals and Politicians in the Bush and Obama Administrations: A Principled-Based Framework for Understanding Roles and Responsibilities in Civil-Military Relationships," to the biennial meeting of the Interuniversity Seminar on Armed Forces and Society (IUS), Chicago, IL.

21 May 2009: presented talk, "Generals and Politicians: Issues in Policy and Strategy in the Bush and Obama Administrations," to the Colorado Springs World Affairs Council, Colorado Springs, CO

Feb 15, 2009, presented paper, "The Role of Military Education in Building Democratic Armies in Democratizing Latin America," to the annual meeting of the International Studies Association (ISA), New York, NY.

April 29, 2008, presented lecture, "American Civil-Military Relations: Professional Norms" to the Command and General Staff School, Ft. Leavenworth, KS.

Mar 28, 2008: presented paper, "Generals and Presidents at War: Whose Strategy is It?" to the International Studies Association (ISA) annual conference, San Francisco, CA.

Mar 27, 2008: presented paper, "Generals and Politics: Proposing Civil-Military Competencies for Educating Colonels and Generals" to the International Studies Association (ISA) annual conference, San Francisco, CA. Panel organizer and chair.

January 15, 2008: Presented Lecture to Afghan War College, Senior Command Staff Course, "The Relationship Between the Military and the Government: Civil-Military Relations Fundamentals for Emerging Democracies", by VTC to Kabul, Afghanistan.

Oct 27, 2007: presented paper, "Improving Strategy through Civil-Military Education: A Proposal for Developing Senior Leader Competencies in Civil-Military Relations" to the biennial meeting of the Inter-University Seminar (IUS) on Armed Forces and Society, Chicago, IL.

Oct 28, 2007, presented paper, "State Building and the Democratization of Civil-Military Relations in the New Afghanistan" also to the IUS meeting.

August 15, 2007: Presented Lecture to Afghan War College, Senior Command Staff Course, "The Relationship Between the Military and the Government: Civil-Military Relations Fundamentals for Emerging Democracies", by VTC to Kabul, Afghanistan. (First external lecturer for the course).

May 31- June 2, 2007, invited expert, USMA Senior Conference on "American Civil-Military Relations: Fifty Years after The Soldier and the State," West Point, NY.

September 3, 2006, presented paper, "Democratic Accountability and Intransigence in Defense Reform: The Case of Hungary," to American Political Science Association annual conference, Philadelphia, PA.

August 31, 2006, presented paper, "Adapting US Military Professionalism to the Policy: Challenges of the Global War on Terrorism" to American Political Science Association annual conference, Philadelphia, PA. (Organized panel for Women in International Security, WISS).
Officers," to the International Studies Association (ISA) annual conference, Chicago, IL. Panel organizer.

January 2007: Presented lecture at Japanese MOD in Tokyo on “Current Issues in US Civil-Military Relations.”

April 24, 2006, presented paper, “Ukraine’s Military Between East and West,” to The US and Russia: Regional Security Issues and Interests,” conference co-hosted by USAWC Strategic Studies Institute and Jackson School of International Studies (Univ of Washington), Washington, DC.

July 11, 2006, presented paper, “US Civil-Military Relations Since 9/11: Issues and Policy Development,” to International Political Science Association World Congress, Fukuoka, Japan.

July 7, 2006, presented lecture, “Civil-Military Relations Norms for Officers,” to the Japans Air Self Defence Forces Officer Candidate School, Nara, Japan.

March 24, 2006, presented paper, “Civil-Military Relations and ‘Managed Liberalization’ in the New Strategic Environment: A Comparative Look at Two Strategic Powers, Russia and China,” presented to the International Studies Association annual conference, San Diego, CA.

October 23, 2005, presented paper, “US Civil-Military Relations Since 9/11: Issues and Policy Development,” to Inter-University Seminar on Armed Forces and Society biennial conference, Chicago, Illinois.

October 21, 2005, presented paper, “Civil-Military Relations and Defense Reform in Post Communist Europe,” to Inter-University Seminar on Armed Forces and Society biennial conference, Chicago, Illinois.

June 28, 2005, presented paper, “Civil-Military Relations and Defense Reform in Post Communist Central Europe,” to International Political Science Association, Research Committee on Armed Forces and Society, Shanghai, China.

October 30, 2004, Chaired Panel, “A Nation at War: Implications for National Security Policy and Strategy,” and presented paper, “Civil-Military Relations and the War on Terror,” to International Security and Arms Control Section of the APSA and the International Security Studies Section (ISA) joint annual conference, Washington, DC.

November 19, 2003, Presented Speech, “Reform of the Czech Armed Forces: An Outside View,” to International Conference on “The Defense Industry and Reform of the Armed Forces in NATO Member Countries,” sponsored by the Prague Business Journal, Prague, Czech Republic.

November 1, 2003, Presented Talk, “Assessing the Roots and Impact of the AFA Sexual Assault Scandal,” for Roundtable on Women at the Service Academies, ISAC-ISSS annual sectional meeting, Carlisle Barracks, PA.

October 24-26, 2003, Presented Paper, “Assessing Central Europe’s Contributions to NATO through Military Reform: The Cases of the Czech Republic, Slovakia, and Hungary,” IUS Biennial International Conference, Chicago, Illinois.

June 26-28, 2003, Presented Paper, “Becoming Credible and Contributing NATO Members: Achieving Radical Military Reform in the Czech Republic and Slovakia,” CEEISA/ISA International Convention, Central European University, Budapest, Hungary.

March 2002: Presented paper, “Infusing Civil-Military Norms in the Officer Corps,” at the International Studies Association Annual Meeting, New Orleans, LA.

March 2002: Presented paper, “The Army and Society in the Slovak Republic,” at the international conference, *The Military and Society in Central and Eastern Europe: Legitimacy and Change*, Lake Bled, Slovenia. Sponsored by the UK Ministry of Defense.

June 2001: Presented paper, "Identifying and Infusing Civil-Military Relations Norms in the Officer Corps," at the United States Military Academy's Senior Conference, *The Future of the Army Profession*, West Point, NY.

April 2001: Presented paper, "Professionalisation of the Slovak Armed Forces," at conference *Transforming Post-Communist Militaries: Professionalisation of the Armed Forces in Central and Eastern Europe*, Joint Services Command and Staff College, Watchfield, United Kingdom.

February 2001: Presented lecture, "Civil-Military Relations: Issues and Concepts for National Security Professionals," George C. Marshall European Center for Security Studies, Garmisch, Germany.

March 2000: Presented papers, "Intractable Problems in Postcommunist Civil-Military Relations: A Comparative Analysis of the Czech Republic, Slovakia, Romania, and Bulgaria," and "The New NATO and Eastern Europe: Managing European Security in the Wake of Kosovo," at the International Studies Association annual conference, Los Angeles, CA (Refereed selections).

February 2000: Presented paper, "Russian Civil-Military Relations and the Wars in Chechnya" at the *U.S. Army War College Russian Armed Forces at the Dawn of the Millennium Symposium* (Invited expert).

Recent Presentations and Lectures Focused More Broadly on Strategy and Policy:

11 Jun 2015: Invited speaker, Program in Arms Control, Disarmament, and International Security (ACDIS) Undergraduate Workshop on Regional and Global Security Issues, "Russia's Evolving Foreign Policy," University of Illinois, Urbana-Champaign.

15-16 Apr 2015: Invited expert, "Russia War Game", US Army War College; Carlisle Barracks, PA

6-8 March 2015: Invited expert, Mellon Foundation Student Simulation on the Ukraine, USNA, Annapolis

Feb 2015: Presented paper, "US Foreign Military and Security Assistance: Interagency Rivalry from Post World War II to the Cold War," with Dr. Aaron Taliaferro (Institute of Defense Analysis) at annual meeting of the International Studies Association, New Orleans, LA.

Feb 2015: Presented lecture in Great Decisions program, "Russia and the Near Abroad," Carlisle Barracks, PA

3-5 Dec 2014: Small Group Facilitator, US Army Africa, Africa Alumni Symposium, "Training the Force for a Range of Military Operations," Carlisle Barracks, PA.

Nov 2014: Presented paper, "Security Sector Assistance in the Post-Cold War Era: Is There A Balanced Approach in the Interagency?" with Dr. Aaron Taliaferro (Institute of Defense Analysis) at ISAC/ISSS annual conference, Austin, TX.

16 May 2014: "Grand Strategy: Thinking Through Strategic Challenges"; Invited speaker, Hellenic National Defense College, Athens, Greece

13 May 2014: "Grand Strategy: Thinking Through Strategic Challenges"; Invited speaker, Joint Supreme War College, Thessaloniki, Greece

21-23 Mar 2014: Co-Director of Mellon Foundation Student Simulation on the Syrian Crisis, Carlisle, PA.

6 Mar 2014: Panelist on Clarke Forum panel, "Ukraine?", Dickinson College, Carlisle, PA; <http://clarke.dickinson.edu/ukraine/>

5 Oct 2013: Presented paper, "Afghanistan After 2014: Lessons Learned from Central Europe," at the ISSS/ISAC annual conference, Washington, DC.

Sep 2013: Visiting Senior Mentor, Baltic Defense College, Higher Command Studies Course, Strategy Module, Tartu, Estonia.

2 April 2013: Invited participant in ISA Workshop on Advances in Gender and Military Studies workshop; Convener: Katherine Brown of Kings College, London, San Francisco, CA, presented talk, "Civilian Women and Academic Leadership in Professional Military Education."

10-14 Sep 2012: Visiting Senior Mentor, Baltic Defense College, Higher Command Studies Course, Strategy Module, Tartu, Estonia.

6-9 Aug 2012: Mellon Foundation Project on Civil-Military Education Cooperation Strategy Grand Strategy Curriculum Development Workshop, Dickinson College, Carlisle, PA.

27 Mar 2012: Guest Lecturer, "Grand Strategy" to 20 students in "American Foreign Policy Since 1945" course, Dickinson College, Carlisle, PA.

26-29 Sep 2011: Visiting Senior Mentor and Lecturer, Higher Command Studies Course, Baltic Defense College, Tartu, Estonia

16 Feb 2011: presented paper, "Democracy in the Czech Republic: A Status Report in the Third Decade of Independence," International Political Science Association (IPSA)-European Consortium for Political Research (ECPR) joint conference, Sao Paulo, Brazil.

2-3 Feb 2011: Invited participant, Russian Military Futures Game, National Intelligence Council, Chantilly, VA.

11-12 Oct 2010: presented lectures, "What is Strategy? Factors, Actors, Constraints," and "Strategic Thinking: Applying the Ends, Ways, Means Model," to the Higher Commands Studies Course of the Baltic Defense College, Tartu, Estonia.

16 Feb 2010: presented lecture, "Strategy Development" to the Serbian General Staff in support of EUCOM security cooperation program, Belgrade, Serbia.

15-16 Oct 2009: presented lectures, "What is Strategy? Factors, Actors, Constraints," and "Strategic Thinking: Applying the Ends, Ways, Means Model," to the Higher Commands Studies Course of the Baltic Defense College, Tartu, Estonia.

6-9 Oct 2009: Roundtable leader for 51st Air Force Academy Assembly, "Building a Bridge from War to Peace: Defining Interagency Roles in Rebuilding a Nation", Colorado Springs, CO.

March 2-7, 2008: Participated in week-long OPME (Officer Professional Military Education Exchange) in Ashgabat, Turkmenistan; presented lecture on US Army War College curriculum.

February 24-28, 2008: Participated in week-long OPME (Officer Professional Military Education Exchange) in Bishkek, Kyrgyzstan; presented lecture on US Army War College curriculum.

February 5-8, 2008: Roundtable leader for 50th Air Force Academy Assembly, "Dismantling Terrorism: Developing Actionable Solutions for Today's Plague of Violence," Colorado Springs, CO.

October 22, 2007: Presented Lecture to Baltic Defence College Higher Command Studies Course, “What is Strategy I?: Ends, Ways, Means Model and other Concepts”, Tartu Estonia.

October 22, 2007: Presented Lecture to Baltic Defence College Higher Command Studies Course, “What is Strategy II?: Factors, Actors, and Constraints”, Tartu Estonia.

March 3, 2007, presented paper, “Building Democratic National Security Institutions in Emerging States: The Case of the Afghan National Army,” to the International Studies Association (ISA) annual conference, Chicago, IL. (Paper co-authored with COL Dean Stodter, USAWC).

January 2007: Visiting Professor, Japanese National Defense Academy, Yokosuka, Japan. Developed and delivered 7-part lecture series on the following topics: “Crafting National Security Strategy: Concepts and Issues,” “Understanding the Strategic Environment,” “The Role of International Relations Theory in Grand Strategy,” “Democratization and the National Interest,” “The Future of Non-democracies in the International Environment,” “The Military Officer and Policy Development,” and “Military Reform and the New Strategic Environment.” In addition presented lecture at Japanese MOD in Tokyo on “Current Issues in US Civil-Military Relations.”

October 2006: Senior Mentor and Visiting Professor, Baltic Defense College Higher Command Studies Course, Tartu, Estonia. Oversaw implementation of strategy module in curriculum and delivered two lectures: “The Strategy Formulation Process,” and “Fundamentals of Strategy.”

October 2005: Senior Mentor and Visiting Professor, Baltic Defense College Higher Command Studies Course, Tartu, Estonia. Oversaw execution of NATO Transformation Module in curriculum and delivered two lectures: “Trends in Transatlantic Security Cooperation in the 21st Century” and “New NATO Members’ Efforts to Undertake Transformation.”

March 4, 2005, presented lecture, “Putin’s Russia: Whither Democracy?” to the Great Decisions foreign policy discussion group, Carlisle Barracks, PA.

February 9, 2005, presented lecture, “Democratization and the National Interest” to the 49th annual Air Force Academy Assembly, Colorado Springs, Colorado.

December 7, 2004, roundtable participant, “The Left and EU Accession in the Emerging Democracies of East Central Europe”, gave talk on Hungarian case at the National Convention of the American Association for the Advancement of Slavic Studies (AASS), Boston, MA.

December 5, 2004. presented paper, “Slovakia’s European Integration: The Role of Defense Policy,” for panel, “Integration as Instigation: EU Membership and Political Reform in Slovakia” at the National Convention of the American Association for the Advancement of Slavic Studies (AASS), Boston, MA. October 27, 2004, Presented Paper, “NATO’s Role in Transatlantic Security in an Era of Terror,” to the USAF Institute for National Security Studies (INSS) annual research results conference, McLean, VA.

September 3, 2004, Chaired Panel, “Civil-Military Relations in Comparative Perspective,” at the American Political Science Association (APSA) annual meeting, Chicago, IL.

August 5, 2004, Presented Talk, “Partnership for Peace and Lessons Learned from NATO,” to NORAD/NORTHCOM Workshop on NORAD/NORTHCOM expansion, Colorado Springs, CO.

July 8, 2004, Presented Paper, “Achieving Military Capabilities in the ‘New NATO’: Assessing Central Europe’s New Allies, at the annual meeting of the Comparative and International Studies Section of the International Studies Association, (CISS/ISA) Salzburg, Austria.

June 10-12, 2004, Discussion Group Chair, “The War in Iraq”, Council on Foreign Relations National Meeting, New York City.

March 20, 2004, Presented Paper, "Democratization in Central Europe: A National Security Perspective," at the annual meeting of the International Studies Association (ISA), Montreal, Canada.

June 5-7, 2003, Participant in Council on Foreign Relations National Conference, "Ten Years After the Cold War: Does the US Know What It's Doing and Where It's Going?" New York, New York.

May 2003, Presented speech, "New Europe vs. Old Europe: East European Perspectives on NATO," to the Colorado Springs World Affairs Council, Colorado Springs, Colorado.

April 2003, Presented paper, "Becoming Credible and Contributing NATO Members: Slovakia's Plan for NATO Accession and the Czech Republic's Quest to Meet NATO Standards," Midwest Political Science Association Annual Meeting, Chicago, IL.

February 2003: Roundtable presentation, "NATO Post-Prague: The View from the East", International Studies Association annual conference, 26-29 February 2003, Portland, Oregon.

June 2002: Presented paper, "Transformation at Last?: Achieving Radical Military Reform in the Czech Republic and Slovakia," Research Committee on Armed Forces and Society of the International Political Science Association tri-annual meeting, Bucharest, Romania.

April 2002: Invited by the European Union Center at the Georgia Institute of Technology to be a panelist for the panel, "The Meaning of Security in the 21st Century."

February 2002: Presented paper, "NATO Enlargement: Slovak Interests and Capabilities," at Columbia University, East Central European Center for conference, *US and the Second Round of NATO Enlargement*.

June 2001: Participant, Council on Foreign Relations National Conference, *Washington Gridlock: Is It Possible to Shape and Sustain a Coherent Foreign Policy?*, New York, NY.

June 2001: Presented paper, "Whither Transatlantic Cooperation? Where NATO and ESDP Collide," at the European Community Studies Association annual meeting, Madison, WI.

May 2001: Rapporteur and participant for conference, *Taking Stock on Civil-Military Relations*, Centre for European Security Studies, The Hague, The Netherlands.

March 2001: Presented paper, "Russia's Failed National Security State and the Wars in Chechnya," at the International Studies Association annual meeting, Chicago, IL.

March 2001: Discussant for panel, "The Inequality of States: Major Power and Small State Security in Central and Eastern Europe," at the International Studies Association annual meeting, Chicago, IL.

November 2000: Presented paper, "The Impact of the Balkan Wars on NATO's Viability," at the USAF Institute of National Security Studies Annual Research Results Conference, Colorado Springs, CO. (Refereed selection).

September 2000: Presented paper, "Underdeveloped National Security Structures and Democratization in Postcommunist Europe," at the American Political Science Association annual meeting, Washington, DC (Refereed selection).

April 2000: Presented paper, "New Alliance Members: Approaching Political and Military Standards," at conference entitled, *NATO and Europe in the 21st Century: New Roles for a Changing Partnership*, The Woodrow Wilson International Center for Scholars, Washington, DC (Invited expert).

December 1999: Participant scholar in *Women Waging Peace* conference sponsored by the Women in Public Policy Program at the John F. Kennedy School of Government, Harvard University, Cambridge, MA (Invited expert).

September 1999: Presented paper, "Democratizing Communist Militaries: Overcoming Enduring Legacies from the Soviet Era," at the American Political Science Association annual conference, Atlanta, GA (Refereed selection).

May 1999: Invited speaker to the Woodrow Wilson Center for International Scholars, Washington, DC, "Once in the Club: Continuing Reform in the Czech Military and NATO."

February 1999: Presented paper, "NATO Identity at a Crossroads: Institutional Challenges Posed by NATO's Enlargement and Partnership for Peace Programs," at the International Studies Association (ISA) Conference in Washington, DC (Refereed Selection).

January 1999: Invited Speaker to the Jackson School of International Studies Pacific Northwest Colloquium on International Security at the University of Washington. Presented lectures to seminars on European security issues and civil-military relations in Central Europe.

September 1998: Presented paper, "Future Prospects of NATO Enlargement and Partnership for Peace," at the American Association for the Advancement of Slavic Studies Conference in Boca Raton, FL (Refereed Selection).

September 1998: Discussant for panel on "Democratization, Society, and Post-Communist Militaries," at the American Association for the Advancement of Slavic Studies Conference in Boca Raton, FL (Refereed Selection).

November 1997: Presented paper, "Civil-Military Relations in the Czech Republic," American Association for the Advancement of Slavic Studies conference in Seattle, WA (Refereed Selection).

November 1997: Discussant for panel on "Military and Democracy in Postcommunist States," American Association for the Advancement of Slavic Studies conference in Seattle, WA (Refereed Selection).

November 1997: Presented paper, "Russia, Its Neighbors, and an Enlarging NATO," INSS Annual Research Results Conference, U.S. Air Force Academy, CO. (Refereed Selection).

April 1997: Presented paper, "Postcommunism and Military Education Reform in the Czech Republic," at the Central Slavic Conference, Lawrence, KS.

March 1997: Presented paper, "Democratization and NATO Expansion: Building Democratic Partners?" at the International Studies Association (ISA) conference in Toronto, Canada (Refereed Selection).

December 1996 - March 1997: Invited to participate in 20 member national task force formed by the Council on Foreign Relations and chaired by Senator Richard Lugar to make recommendations to the US foreign policy community on NATO Expansion and the impact on U.S.-Russian relations. Inputs from Washington, DC meetings resulted in report, *Russia, Its Neighbors and an Enlarging NATO* (New York: Russia and the Czech Republic," at the American Association for the Advancement of Slavic Studies Conference, Boston, MA (Refereed Selection).

November 1996: Discussant for panel on "Russian Military and Security Issues," at the American Association for the Advancement of Slavic Studies Conference, Boston, MA (Refereed Selection).

November 1996: Panel chair, "European Security," at the INSS Annual Research Results Conference, U.S. Air Force Academy, CO (Invited Expert).

June 1996: Presented paper, "Democracy and the Russian Military: An Uneasy Partnership," at the international conference on Social Policy and the Armed Forces of the Russian Federation, Moscow, Russia (Invited Expert).

October 1995: Presented paper, "Democracy and the Russian Military," at the Central Slavic Conference, Colorado Springs, CO.

May 1995: Presented paper, "When East Meets West: The Attempt of the US Military to Foster Democracy in the Postcommunist States," at the Society for Military History's annual conference in Gettysburg, PA (Refereed Selection).

April 1995: Presented paper, "Civil Military Relations in Russia and the Impact of the War in Chechnya," at the National Defense Colloquium, U.S. Air Force Academy, CO (Invited Expert).

November 1994: Presented paper, "When East Meets West: The US Military's Efforts to Assist the Post-Communist States of the Former Eastern Bloc," at the INSS Annual Research Results Conference at the U.S. Air Force Academy, CO (Refereed Selection).

May 1993: Presented paper, "From Yugoslavia to Russia: The Evolving Nature of the Post-Cold War International Security Regime," at the European Community Studies Association (ECSA) conference, Washington, DC (Refereed Selection).

TEACHING EXPERIENCE

Professor of Government, Department of National Security and Strategy, (April 2005-present)

Associate Professor of Government, Department of National Security and Strategy, U.S. Army War College (July 1999-Apr 2005)

While serving at the US Army War College I have simultaneously done some guest teaching:

Visiting Professor, Japanese National Defense Academy (January 2007)

Adjunct Professor, Baltic Defence College (2005-present)

Adjunct Professor, U.S. Air Force Air Command and Staff College (2007-present)

Adjunct Professor, Dickinson College (2012-present)

I was on active duty in the Air Force while serving in the positions below:

Associate Professor, Department of Political Science, US Air Force Academy (Jan. 1998-July 1999)

Visiting Professor, Department of National Security Affairs, Naval Postgraduate School (Summer 1998)

Assistant Professor, Department of Political Science, US Air Force Academy (Jan. 1996-Dec. 97)

Instructor, Department of Political Science, US Air Force Academy (Jan. 1993-May 1994)

Courses Taught

Graduate Level

National Security Policy and Strategy

Civil-Military Relations

Theory of War and Strategy

Research Elective I (Research Design) and Research Elective II (Supervised Thesis Writing)

Strategic Thinking

Introduction to Strategic Studies

US National Security Policy and the Promotion of Democracy Abroad

Strategic Regional Study – Europe

Strategic Regional Study -- Eurasia

Undergraduate Level

Introduction to International Relations

International Relations Theory

Senior Seminar in International Relations

International Politics and US National Security

Model NATO

Politics of Eastern Europe

Transitions to Democracies and Market Economies in the Former Socialist States

Politics and American Government

US Congress

American National Security

Research Methods in Political Science

Civil Military Relations

Teaching Interests

US National Security, Grand Strategy, Comparative Politics, International Relations, Politics of Europe, European Security, Politics of the Former Soviet Union and Eastern Europe, American Politics, Research Methods in Political Science, U.S. Foreign Policy, International Security, International Organizations, Grand Strategy, Civil-Military Relations, Democratization, Postcommunist Studies

Academic Advising

Serve as faculty advisor for 5-6 War College students as well as supervising 4-5 Strategy Research Projects in each academic year. Mentor for Dickinson College senior political science major interning in spring 2007, 2009, 2013, and summer 2014. At USAFA, advised 5-8 political science majors each term as well as 25-30 underclassmen who have not yet declared majors. Truman Scholarship adviser (1997-1999) -- my advisee won a Truman in 1998. Master's thesis adviser (1997-1998) for student at the Joint Military Intelligence College in Washington DC. Currently a dissertation adviser for student at a Spanish University (University of Navarra).

Service to the Department, the College, and the International Affairs Community

US Army War College (college-wide service)

Chair of Electives Strategic Review (spring 2016)

Chair of Search Committee for Inaugural Chair of War Studies (spring 2015)

Faculty Mentor, Project 1704, CSA Project on Russian Strategy (2014-2015)

Faculty Council Faculty Committee (2014-2015)

Chair, Faculty Awards Committee (2013-2014)

Member, Strategic Review Team (Committee on Research, Publication, and Discourse) (2013)

Member, US Army War College Faculty Council Sub-committee on Research and Publications (2012-present)

President, US Army War College Academic Review Board (2012-2013)

Army War College Rep to the Mellon Foundation Project on Civil-Military Education Cooperation (2011-present)

Army War College Rep to Army-wide Army Profession of Arms Campaign (2010-2012)

DNSS Rep to USAWC Experiential Learning Working Group (2011-2012)

Strategic Decision Making Exercise (SDME) Inter-departmental Working Group (IWG) (2010-2012)

Founder and coordinator of student-faculty group, Women of the War College (1999-present).

Department of National Security and Strategy (DNSS)

Director, New York City Staff Ride, (2014-2015) (4-day school-wide trip to NYC)

Director of Electives Program, Department of National Security and Strategy, (Fall 1999-Fall 2005)

Member of several faculty hiring committees.

Department of Political Science, US Air Force Academy

Director of Cadet Affairs (Fall 1998-Spring 1999)

- Oversee all programs in department that involve interaction with cadets (scholarships, summer internships, political science club and honorary society, social events with faculty, and student conference selection).

Director of Research and Conferences (1996-1998)

- Oversaw, tracked, and assisted faculty research and publication efforts within the department and across the Academy at-large, monitored and approved conference attendance and assisted with conference preparation, coordinated departmental hosting of academic conferences.

Chair, Slavic and Eastern European Studies Group (1998-99) (Member 1993-98)

- Coordinate Academy-wide activities involving the former Soviet Union, Central and Eastern Europe to include curriculum issues, international student exchanges, and the hosting of foreign delegations.

Faculty escort and participant, Russian language immersion program, St. Petersburg, Russia, Summer 1997.

Faculty escort, U.S. Air Force Academy exchange to the Czech Military Academy, Brno, Czech Republic, March 1997.

Chairman International Relations hiring/search committee (1997-1998). Member of Comparative Politics hiring/search committee (1996-1997).

Member, Curriculum Review Committee (1997-98).

Director of Eaker Lecture (1996-1997), Coordinated visit of former Secretary of Defense, William Perry.

Assistant Director, Air Force Academy Assembly (1993-1994), Annual national student conference hosted by the Department of Political Science.

RESEARCH GRANTS

April 2011: Awarded \$4500 INSS research grant to study, "Turkish Civil-Military Relations and Turkey's Role in the Arab Spring", summer 2011

March 2008: Awarded \$4480 INSS research grant to study "Promoting the Development of Democratic Civil-Military Relations in Post-Authoritarian Democratizing States" in Chile, Argentina, and Brazil in summer 2008.

October 2006: Traveled on INSS research funds (\$5500) in support of project, "The Development of Democratic Civil-Military Relations in the New Afghan Army."

October 2005: Received Combatant Commander outreach funds to support sabbatical research and travel to Central and Eastern Europe in September-October 2005 (\$7000)

Summer 2005: Received Army War College Research Grant for research and travel in support of project, "Civil-Military Relations and Defense Reform in Post-Communist Central Europe," (\$4500); Grant also funded presentation of paper in Shanghai, China in June 2005.

Summer 2004: Awarded USAWC Research Grant (\$5900) for summer travel in 2004 to Central Europe (Czech Republic, Slovakia, Hungary, and Austria).

November 2003: Awarded \$6741 Army War College Research and Publications Board fiscal research grant for study, "Achieving Military Capabilities in NATO."

November 2003: Awarded \$3000 USAF INSS Research Grant for study, "NATO's Role in Transatlantic Security in the Era of Terror."

November 2002: Awarded War College research grant (\$5500) for research in Central Europe in summer 2003 on military reform in Czech Republic, Slovakia, and Hungary. Conducted field research in the Czech Republic, Slovakia, and Hungary in support of on-going project on Central European National Security Reform.

November 2001: Awarded CINC outreach funds (\$2500) and USAF INSS research funds (\$2600) for field research in the Czech Republic, Slovakia, and EUCOM HQ in summer 2002.

November 2000: Awarded CINC outreach funds (\$3200) and AUSA research funds (\$1700) for research in Europe. Conducted field research in the Czech Republic, Slovakia, and Bulgaria in the summer of 2001.

June 2000: Participated in National Security Law Institute, University of Virginia Law School, Charlottesville, VA.

November 1999: Received \$4400 grant from INSS to study "NATO and the Balkan War," in Europe and the U.S.

November 1998: Received a \$4200 grant from INSS to study intractable problems of civil-military relations in NATO aspirant states.

February 1998: Received a \$4900 grant from INSS to study evolution of NATO enlargement process and Partnership for Peace program. Research conducted in Brussels, Summer 1998, and in Washington, DC, Fall 1998.

November 1996: Received \$1200 grant from INSS to participate in Council on Foreign Relations task force on NATO Expansion.

November 1994: Received \$5000 grant from INSS for field research in the Czech Republic, Russia, and Washington, DC on the impact of democratization on postcommunist militaries. Research was conducted from March-May 1995.

December 1993: Received \$9000 grant from INSS to travel to the former Soviet Union and through Eastern Europe in the summer of 1994 to study and prepare a paper on the process and progress of military democratization efforts in the region. From April-July 1994 conducted field research in Washington, DC, Headquarters, European Command, NATO Headquarters, Estonia, Latvia, Lithuania, Belarus, Romania, Russia, Hungary, Slovakia, and the Czech Republic.

June 1993: Selected to participate in Women in International Security's (WIIS) summer symposium for young women scholars at St. Mary's College, MD and in Washington, DC.

Summer 1992: Russian language immersion program sponsored by Indiana University in St. Petersburg, Russia followed by a two week cultural/study tour of Georgia and Russia.

Summer 1991: Russian language immersion course, Summer Workshop on Slavic and Eastern European Languages, Indiana University.

HONORS AND AWARDS

2012: Won 9th Madigan Award for article, "The General Stanley McChrystal Affair: A Case Study in Civil-Military Relations," *Parameters*, Spring 2011: 86-100.

Note: The Madigan awards are awarded annually to a maximum of 7 Army War College faculty members. No current faculty member has won as many Madigan awards.

2012: Re-elected to the Executive Council of the Interuniversity Seminar on Armed Forces and Society (IUS) to serve through 2016.

June 2011, Elected President and Chair of International Political Science Association (IPSA) Research Committee 24, Armed Forces and Society

2010: Won Madigan Award for article, "Challenges Educating U.S. Officers in Democratic Civil-Military Relations," *Armed Forces and Society: New Challenges and Environments* (Santiago, Chile: Centro de Estudios e Investigaciones Militaries)

2008: Won Madigan Award for monograph, *Ukraine's Military Between East and West*, (Carlisle Barracks, PA: Strategic Studies Institute)

2007: Awarded the General Dwight D. Eisenhower Chair of National Security Studies, US Army War College.

2007: Won Madigan Award for article, September 2006: Journal Article: "U.S. Civil-Military Relations Since 9/11: Issues and Policy Development," in *The Journal of Military Ethics*, vol. 5, no. 3.

2005: Won Madigan Award for my chapter, "Presidential Leadership and National Security Policymaking," in *US Army War College Guide to Policy and Strategy* (Carlisle Barracks, PA: Strategic Studies Institute, 2004).

2003: Won Madigan Award for my chapter, "The New NATO and Central and Eastern Europe Managing European Security in the 21st Century," in *Almost NATO: Partners and Players in Central and Eastern European Security* (Rowman and Littlefield).

2002: Won a U.S. Army War College Madigan writing award for my chapter, "Infusing Civil-Military Relations Norms in the Officer Corps," in *The Future of the Army Profession*, Don Snider and Gale Watkins, eds., (New York: McGraw Hill, 2002).

2001: Won a U.S. Army War College Madigan writing award for my article: "The New Allies: Approaching NATO Political and Military Standards," in *NATO and Europe in the 21st Century: New Roles for a Changing Partnership*, Sabina A-M. Crisen, ed. Washington, DC: Woodrow Wilson Center for International Scholars.

2000: Won U.S. Army War College Madigan book award for my book, *Democratizing Communist Militaries: The Cases of the Czech and Russian Armed Forces* (Ann Arbor: Univ. of Michigan Press).

2000: Selected for life membership in the Council on Foreign Relations.

May 1999: Awarded the Lt. Colonel Charles R. Coble Award for the most outstanding research in the academic year by a member of the Department of Political Science at the U.S. Air Force Academy – the only department member to have ever received this award in consecutive years and the second to have won it twice.

May 1998: Awarded the Lt. Colonel Charles R. Coble Award for the most outstanding research in the academic year by a member of the Department of Political Science at the U.S. Air Force Academy.

July 1997: Selected to receive the Air Force Association's Citation of Honor given to 4 individuals nationwide "in recognition of outstanding research which made an impact on critical Department of Defense policies."

Fall 1996: Nominated for Gill Robb Wilson Award for outstanding contribution to national defense in the field of arts and letters.

Fall 1996: Nominated for Harold D. Lasswell Award for outstanding dissertation in policy studies.

July 1995: Named the runner-up in the competition for best Graduate Student Paper sponsored by the American-Soviet Successor States Relations section of the International Studies Association.

September 1994: Received the *Aaron Wildavsky Book Award* from the Policy Studies Organization as an outstanding chapter author for the best policy studies book published in 1993-94.

June 1994: Elected to a five-year term membership of the Council on Foreign Relations.

May 1984: Distinguished Graduate, United States Air Force Academy -- top 5% in the Overall Order of Merit (53/1027) Finished in top 10 in Military Order of Merit. Selection as a distinguished graduate is comparable to graduating "Summa Cum Laude" at a civilian college or university.

PROFESSIONAL AND ACADEMIC ORGANIZATIONS

Life Member, Council on Foreign Relations (2000-present)

Term Member, Council on Foreign Relations (1994-1999).

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

Executive Council of the Inter-University Seminar on Armed Forces and Society (IUS), elected to 5 year term in 2003, renewed through 2016.

Member, International Political Science Association (IPSA)

Member, Advisory Board, IPSA Research Committee #24 on Armed Forces and Society(2002-present);

Vice President of RC 24 (2008-2011). President of RC 24 (June 2011-present)

Member, American Political Science Association (APSA).

Member, International Studies Association (ISA).

Member, Women in International Security Studies (WIIS).

Member, Women Military Aviators

Member, AcademyWomen
Life Member, USAFA Association of Graduates (AOG)
Member, US Army War College Alumni Association
Member, Professional Tennis Registry (PTR) Teaching Professional

LANGUAGES

Russian: Excellent reading and very good speaking ability.
Spanish: Good reading and fair speaking ability.

RECENT COMMUNITY INVOLVEMENT

United States Tennis Association (USTA) Junior Team Tennis Coach (2010-present)
USTA Middle States Junior Team Tennis Coach of the Year for Middle States Region (2012)
Tennis Instructor (Teaching Pro), Carlisle Barracks, PA (2014-present)
USAFA Admissions Liaison Officer (1999-present)
Catechist and Stephen Minister, Mary Queen of Peace Catholic Community (ongoing)

USAFA CADET HIGHLIGHTS (1980-1984)

Distinguished Graduate, 1984 (53/1027 in order of merit)
Among top ten cadets in military order of merit
Superintendent's List all 8 semesters (Dean's and Commandant's lists)
One of 13 Rhodes Scholar Candidates (the only woman in the group)
Cadet Squadron Commander, CS-05, Fall 1983
Political Science Summer Research, intern at Defense Planning Guidance Staff, Pentagon, summer 1983
Flight Commander, Basic Cadet Training (BCT), Summer 1983 (gave up leave to work BCT)
Army Airborne School Graduate, Ft. Benning, GA, Summer 1982
Cadet Wing Staff, Fall 1982 (Wing Public Affairs NCO)
Squadron First Sergeant, Basic Cadet Training, Summer 1982
Women's Fastpitch Softball Club (Sophomore thru Senior Year), Team Captain, 1984
Intercollegiate Women's Varsity Tennis Team (Freshman Year)
Cadet Catholic Choir (1981-1984)

PERSONAL INTERESTS

I enjoy coaching youth sports, playing tennis, golf, softball, basketball, and running. I also enjoy reading, politics, travel, languages, and music.