

Clarence J. Bouchat

Curriculum Vitae

PROFESSIONAL SUMMARY

A successful career leading executive level development of strategy, planning and operations in systemically solving complex problems under pressure through resourcefulness, teamwork, communications, and integrity. Experience in Europe, West Africa, East Asia, and Middle East.

TEACHING ENTERPRISE

Strategic Leadership Consultants LLC (formerly Blakely Education Services), Bozeman MT, part-owner and Director. 2010 – Present.

- Recruiting, preparing, competing, and managing numerous teaching contracts with the:
 - US Army War College Departments of Distance Education and National Security Studies, teaching strategy, military operations, leadership, and regional studies.
 - US Army Corps of Engineers, Pittsburgh District leadership and management instruction
 - US Army Strategic Studies Institute writing monographs about national strategy, US Army operations and regional issues

TEACHING AND RESEARCH

US Army War College, Carlisle Barracks, PA, Department of National Security Studies and Department of Distance Education, Adjunct Instructor, March 2008 – Present, teaching:

- Strategic Leadership in a Global Environment, DE2306 – 5 Sessions (83 resident students)
In seminar discussion of major international and leadership challenges facing senior leaders.
- Strategic Leadership in Current & Future Warfare, DE2312 – 5 Sessions (82 resident students)
Seminar discussion of advanced leadership and future issues—master's degree capstone.
- Geostrategy, DE 2339 – 5 Terms (87 distance education students)
Examines strategy through the interaction of geography and geopolitics through maritime, continental, and air power studying Mahan, Mackinder, Spykman, and DeSeversky.
- Geostrategy in the 21st Century, DE 5520 – 4 Terms (44 resident students)
Advanced Geostrategy seminar that analyzes elements of modern geostrategy based upon past applications in order to establish strategy in cyberspace.
- Africa Regional Strategic Studies NS 2202 - 3 Terms (44 resident students, 2008, 2011, 2014)
Analyzes historic, geographic, cultural, political, military, and economic characteristics of Sub-Saharan Africa by evaluating US national interests and policy in the region.
- Asia-Pacific Regional Strategic Studies NS 2204 – 1 Term (15 resident students, 2012)
Analyzes historic, geographic, cultural, political, military, and economic characteristics of East Asia and Pacific region by evaluating US national interests and policy in the region.

US Army Peacekeeping and Stability Operations Institute, Carlisle Barracks PA, Doctrine and Education Division. Senior Researcher, December 2008-May 2012

- Research and compile comprehensive almanac and annotated bibliography on irregular warfare, peace operations, and stability operations and lists of influential works in key categories for students and practitioners. Prepares and leads on-line discussions and surveys to harness world-wide communities of practice expertise and establish data base. Coordinate independent study courses between War College students and PKSOI experts. Oversee interns from prestigious colleges integrating them into PKSOI research topics.
- Design bachelor and masters level courses “Concepts, Principles and Challenges of Peace and Stability Operations,” with Dr. Phyllis Mihalas. Distance Education course designed for senior level military officers and their civilian equivalents to peace and stability operations at

the operational and strategic level.

Harrisburg Area Community College, Harrisburg PA, Social Sciences Division. Adjunct, September 2005 – May 2010, teaching:

- World Geography, Geog 201 – 9 semesters (182 students in residence)
Introductory study of the world and its regions through human and physical geography.
- Human Geography, Geog 230 - 1 semester (26 students by distance education)
On-line survey of political, economic, and cultural geography, and demographics.

Security Sector Reform, Ministry of National Defense Training, Barkley Training Center, Monrovia, Liberia. Instructor-Mentor for Operations, December 2006 – April 2007, teaching:

- Phases II, III, and IV – 15 student-candidates for new Ministry of National Defense (MND).
Introduction and advanced instruction in democratic principles; civil-military relations; national security and defense policy; leadership; critical thinking; economics; resource management; logistics; policy, strategy, plans, and operations development; Africa regional studies; public speaking and effective writing; and staff actions and coordination. Trained in realistic simulation of crises.

US Army War College, Carlisle Barracks, PA, Department of Distance Education.

Director, Theater Operations Studies, July 2003 – November 2006, teaching:

- Theater Strategy, DDE 562 – 3 terms (925 students through distance education).
Strategic regional planning and international engagement; logistics; organizational structures and relationships; and joint, interagency, and multinational operations.
- Strategic Leadership, DDE 549 and 599, 6 sessions (58 distance students in residence)
Strategic leadership in the future world environment, analyzing the lectures of experts in small seminar groups, case studies, and exercises; a capstone to previous years' studies.
- Geography and National Security, EL 534 – 2 terms (34 students in residence)
Implications of geography to developing national strategy and policy by studying natural resources, demographics, culture, and geo-politics. Co-teach with Dr. Kent Butts.
- Joint Land, Air, and Sea Simulation, EL 517 – 1 term (18 students in residence)
Strategic planning and world-wide crises response exercise. Interacts with six senior War Colleges in multiple interlinked contingencies. Co-teach with CDR Robert Wohlschlegel.

University of Maryland, University College (UMUC), Asian Division at Osan AB, South Korea, Jan-Dec 1996, and U.S. Embassy Kuala Lumpur, Malaysia, Jan-Mar 1999. Adjunct, teaching:

- Introduction to Geography, Geog 100 – 6 terms (71 students)
Introduction to the geography disciplines as applied around the world and to recent issues.
- Regional Coordinator – Established a UMUC campus in Kuala Lumpur by recruiting faculty, students, and staff, and administering one class a term, five terms a year (1998-1999).

US Air Force Academy, Colorado Springs CO, Department of Economics and Geography.

Assistant Professor of Geography, January 1992 – July 1995, teaching:

- World Regional Geography, Geog 220 – 13 sections (233 students), Course Director twice
Introductory study of the world and its regions through human and physical geography.
- Political Geography, Geog 370 – 2 semesters (12 students)
Geography's impact on politics, conflict, country characteristics, and geo-strategic thought.
- Geography of Europe, Geog 470 – 2 semesters (28 students)
Europe's physical, cultural, economic, and political geography applied to states and issues
- Geography of East Asia, Geog 475 – 1 semester (12 students)
China, Japan, Korea, and Southeast Asia's physical, cultural, population, economic geog
- Director, Cadet Summer Research Program – Placing over 450 students from 21 academic

majors into six-week research and intern positions worldwide (1992-1995).

MILITARY EXPERIENCE

Department of Distance Education, US Army War College, Carlisle, PA July 2003-Nov 2006

- Director, Theater Operations Studies

Taught the processes of national strategy formulation, military organizational structure, logistics and operations; geo-politics; and crisis response to over 1000 executive-level government, military, and international leaders at a national military leadership school.

607 Combat Plans Squadron, Osan Air Base, Republic of Korea June 2002-July 2003

- Commander; and Chief, Strategy and Planning Division, Air Component Command

Led, motivated, disciplined, and ensured administrative support for a unit of 100 people.

Directed the development of an air strategy optimized with land and naval forces, and a plan synchronizing thousands of air missions to defend South Korea. Both strategy and plan were accepted in their entirety by the general in charge of defending South Korea.

Designed, organized and moved unit to a consolidated, state-of-the-art command facility without interrupting the unit's work. Met superior's goals and increased the unit's efficiency.

609 Combat Operations Squadron, Shaw Air Force Base, SC July 1999-June 2002

- Deputy Commander, and Chief Combat Operations, Central Command Air Forces

Helped lead a unit of 85 people executing military plans to protect US interests in the Middle East. As chief of operations, directed 21,000 combat air sorties that destroyed the Taliban's military. Program Director and designer for the US Air Force's first purpose-built command facility, synchronizing the distributed efforts of 100s of people to plan and employ 1000s of air missions. This advanced facility controlled air operations during Operations Enduring Freedom and Iraqi Freedom, and became the blueprint for five others worldwide.

Security Assistance Office, American Embassy Kuala Lumpur, Malaysia May 1997-July 1999

- Deputy Chief

Deputy Director for the agency offering military products, training, and services to the government of Malaysia. Successfully revitalized \$791,000,000 worth of cases, neglected for ten years. These reforms helped garner a \$10,000,000 sale to Malaysia, the first in two years. Also served as the chief logistics officer, planning and executing support for a US presidential visit. Planned and directed support at two international airports; transport for a 1000 staffers; arranging of office and warehouse facilities; and other needed services.

Headquarters Seventh Air Force, Osan Air Base, Republic of Korea August 1996-April 1997

- Chief of Staff and Executive Officer to the Commander (June 1996-April 1997)

Chief of Staff and executive secretary for the commander of 13 staff agencies, 117 units, and 8700 Air Force personnel in South Korea. Successfully coordinated over 400 staff projects, 700 personnel actions, all of the commander's correspondence, and interacted with South Korean officials, while supervising 12 executive support branch personnel.

- Chief, Combined Targeting Cell (Program Manager)

July 1995-July 1996

Chief of 15 US and South Korean military planners annually nominating and staffing thousands of targets in North Korea. Lists were integrated and prioritized following strategic guidance, and each service's requirements.

Department of Economics and Geography, US Air Force Academy, CO November 1991-July 1995

- Assistant Professor of Geography

Taught courses in World Regional, Political, East Asian, and European Geography. Advisor to new faculty as Course Director, and advised students. Supervisor of student martial arts

club. Chief of program placing over 450 students from 21 academic majors into six-week research positions worldwide. Regional advisor to the staff managing the air war in Bosnia.

Headquarters 20 Fighter Wing, Royal Air Force Base Upper Heyford, UK Jan 1990-Nov 1991
- Chief Operations Branch, Exercise and Inspections Division
Inspect capabilities of a 4000 person unit. Planned, conducted, and evaluated scenarios for compliance with treaties, response to major accidents, and NATO combat operations.

Flying Assignments in California, Texas, Germany, Japan, and the United Kingdom 1981-1991
- F-111 Flight Commander, RF-4 Flight Examiner, Flight Instructor, Weapon Systems Officer
Flew fighter aircraft in support of reconnaissance and surface attack missions. Led unit of 15 aviators, and acted as flight instructor and examiner.

PUBLICATIONS

“U.S. Landpower in the South China Sea.” *Political Risk*. Scheduled for publication in November 2016.

“Political Economy and Stability in Nigeria” in *The Crisis of the African State*, ed. Anthony Kelso and Robert Nalbandov. Quantico, VA: Marine Corps University Press, April 2016, http://www.mcu.usmc.mil/mcu_press/PublishingImages/Pub%20images/Crisis%20of%20the%20African%20State.pdf. ISBN: 978-0-99115-888-1.

“Toward More Effective Development Assistance” in *The US Military in Africa: Enhancing Security and Development?* ed. Jessica Piombo. Boulder, CO: Lynne Rienner First Forum Press, July 2015. ISBN: 978-1-62637-196-5.

The Paracel Islands and United States Interests and Approaches in the South China Sea. Carlisle, PA: Strategic Studies Institute, June 2014. ISBN: 1-584-87-623-9, <http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1207>. Translated by Tapei National Defense University <http://www.m.sanmin.com.tw/Product/Index/005405940>.

Dangerous Ground: The Spratly Islands and United States Interests and Approaches. Carlisle, PA: Strategic Studies Institute, December 2013. ISBN: 1-5847-604-2. <http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1187>

The Causes of Instability in Nigeria and Implications for the United States. Carlisle, PA: Strategic Studies Institute, August 2013. ISBN: 1-58487-581-X. <http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1163>.

Nigerian Unity: In the Balance. With Gerald McLoughlin. Carlisle Barracks, PA: Strategic Studies Institute, June 2013. ISBN: 1-58487-577-1. <http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1159>

“Pakistan’s Human and Economic Development.” In *Understanding Pakistan through Human and Environmental Systems*, ed. Laurel J. Hummel and Richard L. Wolfel. West Point, NY: US Military Academy. July 2011. ISBN: 978-0-9835110-0-7. <http://www.usma.edu/gene/SiteAssets/SitePages/Publications/UnderstandingPakistan.pdf>

Security and Stability in Africa: A Development Approach. Carlisle, PA: Strategic Studies Institute, US Army War College, 2010. ISBN: 1-58487-421-X. <http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=964>

“Africa’s Economic Activities.” in *Understanding Africa: A Geographic Approach*, ed. Amy R. Krakowka and Laurel Hummel. Carlisle, PA: Center for Strategic Leadership (CSL). 2009. <http://www.dean.usma.edu/departments/geo/Publications/Understanding%20Africa.pdf>

“Measuring Africa’s Economic and Human Development.” in *Understanding Africa: A Geographic Approach*, ed. Amy Krakowka and Laurel Hummel. Carlisle, PA: CSL, 2009. <http://www.dean.usma.edu/departments/geo/Publications/Understanding%20Africa.pdf>

“Geography, the Integrating Discipline: Explaining China’s Population-Driven Geopolitics.” *Journal of Geography*, Volume 107, No. 4-5. (July 2008).

<http://www.tandfonline.com/doi/abs/10.1080/00221340802526098#preview>

“Threaded Discussion Tips for Designers,” *Learning Solutions eMagazine*, 17 Dec 2007.

<http://www.learningsolutionsmag.com/articles/119/threaded-discussion-tips-for-dummies>

An Introduction to Theater Strategy and Regional Security. Carlisle, PA: Strategic Studies Institute, US Army War College. 2007. ISBN: 1-58487-293-4.

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=777>

“Beyond Self Teaching On-Line: Using the Threaded Discussion in Distance Education,” *Learning Solutions eMagazine*, 30 October 2006.

<http://www.learningsolutionsmag.com/articles/202/beyond-self-teaching-online-using-the-threaded-discussion-in-distance-education->

“Fundamentalist Islamic Threat to the West,” *Studies in Conflict and Terrorism*, Vol. 19 No. 4 (October-December 1996).

“The North-South Divide within Mediterranean Countries,” *Mediterranean Quarterly*, Vol. 5 No. 4 (Fall 1994).

PRESENTATIONS

“Using the US Military in Development of Africa,” delivered to the Patuxent Defense Forum *Africa Rising Conference* at the Center for the Study of Democracy at St Mary’s College, St Mary’s City, Maryland, 19-20 April 2011.

<http://www.paxpartnership.org/index.cfm?action=CL2&Entry=334>

“The US Military’s Interagency Role in African Development,” delivered to the *Reducing Insecurity in Africa: Roles and Responsibilities Conference* at the Navy Postgraduate School’s Center for Contemporary Conflict, Monterey, CA, 1-3 December 2010.

<http://calhoun.nps.edu/public/bitstream/handle/10945/34342/nps49-052512-21.pdf?sequence=1>

“Unusual Suspects: The Military in Development,” panelist at the *International Development Conference* at Harvard’s Kennedy School of Government, Cambridge, MA, 9-10 April 2010.

<http://www.harvard-idc.com/panels/d1.html>

“The Threaded Discussion in Distance Education: What Lurks Beyond,” delivered to the *Obstacles to Distance Learning Conference* of the Distance Learning Coordinating Committee of the Military Education Coordination Council, Hurlburt Field, FL, March 2004.

“Supranational and Devolutionary Pressures on the International Political Economy,” delivered to the Colorado-Wyoming Political Science Association, USAFA, CO, April 1995.

“The North-South Divide within Mediterranean Countries and Its Impact on Security,” delivered to the *Towards the Millennium Conference* sponsored by the Mediterranean Institute for International Affairs, Valletta, Malta, August 1993.

RESEARCH AND SIMULATIONS

Wikistrat Consulting as a select paid lead senior analyst to participate in its “Mapping the Mediterranean: Security Issues in 2025” client distributed simulation under the direction of Dr. Tom Barnett from 4 -17 February 2015. Analyses future political scenarios in order to develop policy options for a U.S. government client.

Wikistrat Consulting as a select paid senior analyst to participate in its “Nigeria 2030: Africa’s Risen Giant?” client-distributed simulation under the direction of Dr. Tom Barnett from 9 September- 6 October 2014. Analyzes future alternative scenarios in order to develop policy options for a U.S. government client.

Strategic Leader Seminar (II) research and writing coach for select U.S. Army brigadier generals’ course sponsored by the Army Chief of Staff to sharpen persuasive writing and arguing skills and build understanding of strategic concepts. Center for Strategic Leadership and Development, U.S. Army War College from 25 February to 28 March 2014.

Wikistrat Consulting as a select senior analyst to participate in its “Alternative Futures from Trans-Sahel Illicit Trafficking” client-distributed simulation under the direction Dr. Tom Barnett

from 4-25 November 2013. Analyzes future alternative scenarios in order to develop policy options for U.S. government client.

US Army War College Strategic Decision Making Exercise controller and subject matter expert for Africa. Eight day exercise interacting with War College students and controllers coordinating and simulating US, African, and International organizations and states responding to student and game controller inputs in order to simulate national security processes and establish consequences to student actions. Students critiqued and evaluated 2010, 2011, and 2012.

Sponsored by the Institute for National Security Studies and the U.S. Air Force Air Staff (HQ USAF/XOXI, Washington DC) to research and present on Mediterranean security issues from 1993-1995. Submitted paper "A Regional Approach to the Mediterranean Region."

Sponsored by Headquarters 16th Air Force, Aviano Air Base, Italy, to research background and issues in the Mediterranean region in 1994. Submitted papers: "Combat Environment Research for Serbia and Montenegro," and "Combat Environment Research for Syria."

AWARDS AND FELLOWSHIPS

Awarded *Library Journal's* 2013 Notable Government Documents, one of 20 federal documents selected, for *The Causes of Instability in Nigeria and Implications for the United States*. <http://reviews.libraryjournal.com/2014/05/best-of/three-decades-of-excellence/>

White House Fellowship Regional Finalist, Washington DC (1997-1998 Class).

Malone Fellowship for two weeks travel and study in Saudi Arabia and Bahrain, sponsored by the National Council of US-Arab Relations, Washington DC (May 1995).

Israel Work-Study program for three weeks travel with ten students to study at Hebrew University in Jerusalem, Kibbutz Biet HaEmek, and Israeli Defense Forces facilities, sponsored by Jewish Institute for National Security Affairs, Washington DC (June 1993).

Clairborne Award, presented for best writing of the year to a member of USAFA's Department of Economics and Geography (1995).

Standing Committee Member, Oxford University Strategic Studies Group, All Souls College, Oxford University, UK (1990-1991).

EDUCATION

Air War College, Maxwell Air Force Base, AL, 2000.

Studies: National security and joint operations for Joint Professional Military Education I University of Southern California, 1987.

Major: M.S. in Systems Management with minor Computer Information Systems.

United States Air Force Academy, Colorado Springs, CO, 1981.

Major: B.S. in Geography

PERSONAL DATA

Security Clearance: Secret current until 2023 (TS SCI clearance inactive).

Certified as a US Air Force Foreign Area Officer for Europe, and aerial Senior Navigator.

Completed two joint officer staff assignments.

German language: Conversant, Defense Language Proficiency Test: 2 listening, 2+ reading.

Computer software proficiency in Word, Excel, Access, PowerPoint, Outlook, Blackboard.