

Mary Raum, PhD
Newport, Rhode Island

Global Gender Academic Chair • Full Professor • Government Tenure

Offer an extensive achievement record in creating and implementing near and long-term strategies by building bridges between disparate groups. Provide leadership direction in the fields of education and public policy.

Initiate, map and grow flexible strategy from inert into energetic and dynamic arrangements. Construct self-reflective cultural teams to impact long term change — builder of intellectual cohesiveness.

Accomplished in identifying, designing, packaging then communicating academic architectures for all levels of an organization. Senior academician in both teaching and administration.

Additional proficiencies as matrix, program and project management consultant for primarily industrial organizations as well as gubernatorial level science and technology policy expertise in fisheries and ocean sciences, nuclear power and waste cleanup. City and state level public policy and board experience and perceptive about the interplay between stakeholders and responsible authorities and how the public policy system works.

LEADERSHIP SNAPSHOT

Convener of global stakeholders from academia, military, government and non-profit organizations to examine and integrate gender views and perspectives fully into diplomacy and program development efforts.

Life term member, Council on Foreign Relations

COMPETENCIES

• Leadership and Administration • Education • Public Policy

>Builds Programs >Mission Oriented >Organizationally Creative >Content, Context and Process Knowledge of Academic Fields >Mindful of the uniqueness between education and training >Practical Scholar >Professional Adult Learning >Graduate Level >Socratic Methodology >Outstanding Faculty Evaluations >Theoretical Expertise in Leadership Studies, Organizational Behavior and Global Human Rights >Science, Technology and Gender Policy >SECRET Security Clearance

PROFESSIONAL EXPERIENCE

UNITED STATES NAVAL WAR COLLEGE NEWPORT, RHODE ISLAND

2010-PRESENT

Ambassador Swanee Hunt Academic Chair of Women Peace and Security

Focus. Human and state security pillars: participation, conflict prevention, protection and gender mainstreaming.

NORTH AMERICA

- All Faith Academy
- African Univ
- Asia Pacific Center
- Berkeley
- Bloomburg
- Bowdoin
- Brown Univ
- Cambridge Univ
- Columbia Univ
- Emory Univ
- Fletcher School
- Georgetown University
- Harvard Extension School
- Harvard Kennedy School
- Joan B Croc Institute
- Johns Hopkins SAIS
- Johns Hopkins Univ
- Marine Corps Univ
- Natl Defense Univ
- Natl Defense Univ
- Salve Regina Univ
- Suffolk Law School
- Syracuse
- Tufts
- U Arizona
- U Greenwch
- U Mass Dartmouth
- U Vermont
- UC Davis
- Univ Baltimore
- Univ Grenada
- Univ of Denver
- US Army Cmd Staff Col
- US Naval Academy
- US Naval Academy
- USAF Culture and Language Inst
- USCG Academy

SOUTH AMERICA

EUROPE

- Army Surgeon Gnl
- Bureau of Food Safety
- Center for Cyber & Homeland Security
- CSIS
- Joint Staff J7
- NATO
- Naval Surface Warfare
- Sandia National Labs
- Sec Def
- Third Fleet
- Under Sec Def
- United Nations
- USHS

AFRICA

ASIA

- Merck Pharmaceuticals
- New America
- Oceans Beyond Piracy
- One Earth Foundation
- Our Secure Future
- Peace is oud
- Soufan Center
- Toeroech Assoc

AUSTRALIA

GLOBAL ORGANIZATIONS:

- CACI
- International Catholic Family and Human Rights Institute
- Fair Trade USA
- Globalpost.com
- Hayas Group Intrnt'l
- Inclusive Security
- Just Global Engagement
- Just Vision

MILITARY BRANCHES:

- ARMY NATIONAL GUARD
- COAST GUARD
- ARMY
- AIR FORCE
- MARINE CORPS
- NAVY

WWW.FREEWORLDMS.NET

- Envisioned then created a globally recognized program in the field of women, peace, and security based upon National Action Plans, United Nations Resolutions and US Public law.
- Navigating and uniting of different logics to create a state-of-the-art program. Ensure linkages to broad enterprise goals as well as wider external environment. Designed initial US national military and security objectives and action framework for the first US National Action Plan on Women Peace and Security.
- Build comprehension through messaging by creating a distinguishable brand: <https://www.youtube.com/watch?v=z9EQzpNA-Xo> Online media distribution of panel discussions and keynote addresses. Dissemination of informational bulletins among community and department of defense public affairs channels, local print, and listening media. Constructing a composite current and historical events website, developing and leading yearly conferences, essay competitions, and collection of ideas in annual calls for papers. Building a historical capture of information through the writing of comprehensive after-action reports. Creating memorandums of understanding for program sharing with the broader regional academic community.
- Partner with international stakeholders from sectors of non-governmental organizations, militaries, not-for-profits, profit, and business entities and academia to exchange field experience and ideas for discussion then initiation of change and upgrades in the women peace and security arena.
- Reach involves the five continents of Africa, Asia, the Americas, Australia Oceania, and Europe and all US military branches-Navy, Army, Air Force, Marine Corps, Coast Guard, National Guard, and Reserves as well as numerous non-military groups and individuals.

- Example. Nevada National Guard State Partnership Program, the Government of Tonga, the Asia Pacific Center and the Institute for Inclusive Security first phase development international exchange of experts focusing on a draft United Nations national action plan for women peace and security for the Kingdom of Tonga

ACADEMIC CHAIR OBLIGATIONS

Designated chairs have the responsibility for providing leadership toward the achievement of the highest possible level of excellence in the teaching, research, and service activities in their field.

Provide leadership and direction in the planning, development, and delivery of programs and promote excellence in their field through remaining current and relevant.

Network with and establish professional partnerships to broaden the scope of service and learning activities.

Build strategic paths for organizational engagements.

Attach mission sets of the organization to their work.

WOMEN, PEACE AND SECURITY CONFERENCES

Focus: raising awareness about roles in building sustainable peace through a gender perspective.

2019 **Local to Intercontinental: Building Inclusive Programs.** To be held September 2019 United States Naval War College in Conjunction with Watson Institute International and Public Affairs/Taubman Center American Politics & Policy Brown University.

2018 **Promoting Global Leadership** May 30-June 01, 2018. The United States Naval War College & Watson Institute International and Public Affairs/Taubman Center American Politics & Policy at Brown University. Panels: Latin America and the Caribbean, Conference Themes: Leadership Perspectives, Pacific Region, International Themes, Genocide Discussion, Cyber, Organizations & Substructures, Ideas Worth Considering, Education <https://usnwc.edu/News-and-Events/Conferences-and-Symposia/Women-Peace-and-Security-Conference>

2017 **The Next Decade: Amplifying the Women Peace and Security Agenda** August 10-11, 2017. Conference Themes: Training Education & Reform, Themes 2017, Media and Film Promoting the Power of Women, Asia Pacific: Japan, Ongoing Concerns the Next Decade 1 & 2, International Operational and Tactical Perspectives, Athena Rising: How and Why Men Should Mentor Women. <https://usnwc.edu/News-and-Events/Conferences-and-Symposia/Women-Peace-and-Security-Conference>

2016 **Critical Themes and Perspectives in Global Security** May 16-18, 2016. Conference Themes: Food Security, Religion, Perspectives 1 & 2, Special Topic Syria, Department of Defense International, Department of Defense, United States. <https://usnwc.edu/News-and-Events/Events/Women-Peace-and-Security-Conference-Series-4th-Conference>

2015 **Constructive Pathways: Stimulating and Safeguarding Components of Women, Peace, and Security.** April 16-17, 2015. Conference Themes: US Department of Defense Topics, Media Communication, Soft and Hard Power, Combatant Commands and Regional

Studies. <https://usnwc.edu/News-and-Events/News/VCNO-discusses-important-role-of-women-in-global-affairs>

2013 ***Answering the How: Progress, Challenges, and Issues for Sustaining the National Action Plan*** December 12-13, 2013. Conference Themes: Security Sector Reform, Military Environments Challenges and Issues, Human Security and Civil Society, At the Front Lines Issues and Experiences, Professional Training and Education Including Women Peace and Security Issues. <https://usnwc.edu/News-and-Events/Events/Women-Peace-and-Security-Conference-Series-2nd-Conference>

2012 ***The Fabric of War and Phase 4 Women Peace and Security Components***. March 29-30, 2012. Conference Themes: Women Peace and Security Inclusion in Environments of Conflict and Reconstruction, Political Empowerment Education and Women's Health, Institutionalizing Commitments to Women Formal Structures and Processes for Women Peace and Security, Organizational Doctrinal and Educational Future of Women Peace and Security. <https://usnwc.edu/News-and-Events/Events/Women-Peace-and-Security-Conference-Series-1st-Conference>

SELECTED PUBLICATIONS GENDER

Peer Review Article

Raum, Mary. "Women Warriors 3000 Years in the Fight," *JFQ*, <https://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-93/jfq-93.pdf>

Essay

[Raum, Mary](#). "Feminists, Philosophers, Marquises, Imams, Knights, School Girls, and Statues Ancient to Modern Men and Women Steering Societies toward Equality. Academia.edu. April 15, 2014. https://www.academia.edu/7041018/The_History_of_Equality

Shorts

Raum, Mary. "The Face of a POW." *The Bridge*, Fall, 2014. P. 12. http://nwcfoundation.org/Files/Admin/Documents/Bridge_FALL2014web.pdf

Raum, Mary. "Coffee Zones Conflict Zones." *The Bridge*, Spring, 2018: pp32-33 <http://nwcfoundation.org/Files/Admin/Documents/BridgeSpring2018%281%29.pdf>

Raum, Mary. "The Significance of Gender in 21st Century Security." *The Bridge*. Fall 2015: pp. 12-13. <http://nwcfoundation.org/Files/Admin/Documents/Bridge-Spring%202014.pdf>

Media

[Raum, Mary](#). The Female POW. Lecture of Opportunity United States Naval War College <https://www.youtube.com/watch?v=v8Tmo3YyDVw>

Raum, Mary 2017 Attleboro, Mass POW-MIA Remembrance Ceremony: Female Prisoners of War," on Remembrance Day of 9/11 Attacks. https://archive.org/details/DoubleACS_POW/MIA_Remembrance

Video: Naval War College Foundation: Women, Peace And Security,

UNITED STATES NAVAL WAR COLLEGE NEWPORT, RHODE ISLAND

2017-2018 & 2007-2009

Director of Leadership Studies and Decision-Making Curriculum (2007-2009) & Blank Slate Team Lead Decision-Making Curriculum (2017-2018)

Focus Academic direction for faculty. Constructing new courses for professional scholars.

- Offer an extensive record of achievement in developing graduate-level interdisciplinary academic programs for careerists.
- Redesigned and modernized content and philosophy of curriculum for the 21st century using cross-functional teams and custom learning instructional designs. Increased overall course effectiveness from moderate to superior. Reconcile employee morale and incentivize with improvements in team faculty performance from <5.0 to 6.5 overall on a 7.0 scale outpacing other department academic agendas.
- Leading teams of 14 military and academic professors as well as a 6-member team of junior and senior civilian academic professors. Successful formulation of non-static groups in multi-organizational social situations. Interdisciplinary contact with two additional course directors in policy making and security theory.
- Grasp of soft leadership skills involving the building of intellectual cohesion, group cohesion, team dynamics, personnel alignment and changes in organizational culture. Channel behaviors with a high level of faculty feedback to accomplish corporate purpose and vision. Coordinating information flow between executives and faculty. Actively encourage team interface and team dynamics for problem resolutions. Ensuring independent judgments as well as representation of corporate policies and points of view.
- Possess tactical and operational skill set for ensuring that assigned instructional programs and activities conform to Department of Defense guidelines. Develop yearly plans. Organize and regulate information flow between executives and faculty. Monitoring and evaluating faculty development with oversight of recruitment, hiring, and training of new faculty. Review course measurements and faculty performance taking corrective and preventive actions when necessary. Committee member as required for internal managerial or functional issues — representative before collegiate groups and national program agents.
- Synchronize cutting edge and innovative curriculum pieces for forty units of study. Building complex syllabi, teaching objectives, and teaching presentations which emphasize the nature of economic, political, organizational and behavioral factors which impact federal security decisions in complicated settings.

SAMPLES OF TEACHING INSTRUMENTS

Syllabus Ideas About Leadership Harvard

https://www.academia.edu/6768343/Ideas_About_Leadership

Faculty Teaching Note

<https://www.academia.edu/6768387/TeachingnoteSteveJobs>

Student Reading

https://www.academia.edu/7044824/Leader_Theory_Explanations_and_Original_Texts

Case Study

<https://www.academia.edu/6768379/CaseStudySteveJobs>

UNITED STATES NAVAL WAR COLLEGE NEWPORT, RHODE ISLAND

2006-PRESENT

Professor. Government Tenure. National Security Affairs Department.

Focus. Graduate professional college. Interdisciplinary studies format. National Security Affairs Department. Fields of leadership, decision making, and public policy. Electives program history of women in war and combat.

- Professor for a Master of Arts program for the mixed US and international student body underwritten by Title 10 of the United States Code on joint professional military learning. Daily teaming with an intellectual community of active duty military and civilian professors. Participate in the cross-fertilization of ideas and concepts to build exceptional course content.
- Created then introduced the first gender curriculum in national US War College network with course reviews consistently rated 6.0-7.0 on a 7.0 scale.
- Promote optimal learning environments for student populations. Keep informed of the latest research, trends, and developments in the areas of expertise relative to current events.
- Classroom integration of concepts from leadership studies, decision making, public policy, global area studies, gender and management studies. Establish a seminar dynamic that ensures independent judgments and advanced critical thinking.
- Oversee student body post-semester strategic planning working groups in scenario building of a future-oriented executive level strategic estimate.
- Global program exchange through field diplomacy between military and government officials. By request: Militaries of Eight Nation Jamaica Defense Force, Norway, Peru, Germany, UK, Office of the Chief of Naval Operations, Dominican Republic, Tonga. The United States Dominican Republic Senior Navy Leadership Seminar, Chief of Naval Operations, Dominican Republic (Marina de Guerra) Santo Domingo, Dominican Republic. Decision Making and Implementation Representative Developing Grand Strategy Capabilities Base planning, Jamaica Defense Force Conference Montego Bay, Jamaica. Educate a minimum of three senior international officers per seminar have taught members of nations from nearly all global combatant commands.
- Development of extensive teaching notes, case studies, and interactive curriculum tools.
- Various state and federal level public policy associations in science and technology.

ADDITIONAL EXPERIENCE

- Research, write and present policy reports to politician's private sector executives, career bureaucrats, military, engineering, and scientific experts. Identify social and cultural pints for legislative background materials and present testimony for marine resources, oil spill legislation, environmental science and health, transportation and public power.
- Program, project, and matrix management consultant. Assisting R&D and technology-intensive organizations in organizational analysis and training. Research develop and present seminars in matrix management, Project management, supervision, and leadership. Client base, manufacturing organizations, computer flooring, medical supplies, light bulbs, paper products, electronic design, machining/tooling, generic scientific products, vehicle manufacturing. Organizational size 2-1000 employees.

EDUCATION

Ph.D. The University of Washington, Seattle, Washington. Engineering and Public Affairs.
Dissertation: *Decision Anatomies of Three Technical Policy Bodies in the State of Washington*.
(GPA 4.0/4.0)

Ph.D. full-time study no degree. The George Washington University School of Government and Business, Washington, D.C. Systems and Cybernetics and Science Policy.

MAS. Johns Hopkins University, Baltimore, Maryland. Administrative Science.

BS. The University of Maryland, College Park, Maryland. Technology and Management. Cum Laude. Phi Kappa Phi Honor Society.

No Degree. Community College of Rhode Island, Middletown, Rhode Island. 12 credits Spanish Language.

AVAILABLE ADDENDUMS

ADDENDUM 1. Curriculum and Evaluations

ADDENDUM 2. Written Materials Talks and Research Interests

ADDENDUM 3. College Service, Awards

ADDENDUM 4. Media List

ADDENDUM 1. CURRICULUM & EVALUATIONS

Focus. Graduate level. Interdisciplinary. Leadership studies. Decision making. Gender studies. 95% outstanding and excellent teaching evaluations.

COURSES TAUGHT	INSTITUTION
JOINT PROFESSIONAL MILITARY EDUCATION	
HISTORY & SOCIOLOGY	
HISTORY OF WOMEN IN WAR AND COMBAT 2014-2015 AY-Present	US Naval War College Joint Professional Military Education
LEADERSHIP AND DECISION MAKING	
SENIOR LEADERSHIP SEMINAR 2009-2019	US Naval War College Joint Professional Military Education
LEADING ORGANIZATIONS EFFECTIVELY 2008-2019	US Naval War College Joint Professional Military Education
EFFECTIVE COMMAND AND STAFF OFFICER 2006-2007	US Naval War College Joint Professional Military Education
DECISION MAKING AND IMPLEMENTATION LEADING CHANGE 2005-2006	US Naval War College Joint Professional Military Education
INTERNATIONAL OFFICER SHORT COURSE LEADING ORGANIZATIONS EFFECTIVELY 2007-2009	US Naval War College Joint Professional Military Education Naval Command College
ADJUNCT	
LEADERSHIP & ORGANIZATIONAL THEORY	
GOVT-3 1354 IDEAS ABOUT LEADERSHIP 2017-OL 600 ORGANIZATIONAL LEADERSHIP PRINCIPLES	Harvard University Extension School of Government Chapman University
OL 601 DEMOCRACY ETHICS AND LEADERSHIP	Chapman University
OL 602 SELF SYSTEMS AND LEADERSHIP	Chapman University
MGT 603 SEMINAR IN ORGANIZATIONAL THEORY AND BEHAVIOR	Chapman University
HRM 613 LEADERSHIP PERSONALITY AND TEAM DEVELOPMENT	Chapman University
OL 620 LEADERSHIP ETHICS AND DEMOCRACY	Chapman University
TECHNOLOGY	
ECON 100 PRINCIPLES OF MICROECONOMICS	Seattle Pacific University
TMGT 300 SCIENCE AND SOCIETY	University of Maryland
MGT 488 INDUSTRIAL ORGANIZATION	Chapman University
ENG 600 ENGINEERING, PUBLIC AFFAIRS AND SOCIAL MANAGEMENT OF TECHNOLOGY	University of Washington
MANAGEMENT AND HUMAN RESOURCES	
MGT 316 PRINCIPLES OF MANAGEMENT	Chapman University
MGT 454 MARKETING MANAGEMENT	Chapman University
MGT 455 PERSONNEL ADMINISTRATION	Central Washington University
MGT 471 CROSS CULTURAL MANAGEMENT	Chapman University
HRM 515 COMPLEX ORGANIZATIONS AND BUREAUCRACY	Chapman University
MGT 573 INTERNATIONAL BUSINESS	Chapman University

CURRICULUM DEVELOPMENT	DESCRIPTION
DECISION MAKING AND IMPLEMENTATION: LEADING CHANGE CHALLENGING ASSUMPTIONS	<p>US Naval War College.</p> <p>Premise: Being stewards of implementation and making choices and getting things done in large complex organizations. Achievement of desired organizational outcomes.</p> <p>Format: Theoretical and Case-based. >=19-21 sessions.</p> <p>Content: Five sections based on general question set: Who am I/Who are we? Where are we? Where should we go? How do we get there? Are we getting there? Framework: Critical thinking, Assess, Decide, Implement and Assure. Risk management, communication and formulating strategy, negotiation, implementation tools (SWOT) measuring performance, policy/technology/human capital scenarios.</p>
THE EFFECTIVE COMMAND AND STAFF OFFICER	<p>US Naval War College.</p> <p>Premise: Officer and mid-career professional preparation to function as a staff officer joint or interagency staff. Reflect upon, debate and write about and practice leadership and management concepts.</p> <p>Format: Skills-based. Textbook format. >=21 sessions</p> <p>Content: 3 Parts: Personal Skills, Interpersonal Skills, Group, and Organizational Skills. Part 1. Awareness of self and others, values, priorities, cognitive barriers, attitudes toward change, managing personal stress, effective communication, analytical problem solving, creative problem solving, effects-based thinking, risk management. Part 2. Mentoring and developing people, developing and gaining power and influence, motivating others, empowering and delegating, conflict management, reconciliation, and negotiations. Part 3. Able teams and team members, leadership, team, and inter-team dynamics, leading positive change, managing in a disruptive world, ethics, and the competent staff officer.</p>
LEADING ORGANIZATIONS EFFECTIVELY	<p>US Naval War College.</p> <p>Premise: Combine two curricula decision making and implementation with effective command and staff officer curriculum.</p> <p>Format: Theory and Case-based. >=21 sessions</p> <p>Content: Civilian military relationships, moral decision making, organizational assessments, SWOT analysis and structured assessment, elements of decision making, decision environments, the art of execution, domains of implementation, negotiation and reconciliation, performance measurements,</p>
SENIOR LEADERSHIP SEMINAR	<p>US Naval War College.</p> <p>Premise: Examine and contemplate on an individual level, the many personal and organizational challenges and enduring tensions that characterize leading at the senior level.</p> <p>Format: Socratic method, biographical cases, and theory. Student Reflections. <=21 sessions</p> <p>Content: Sections: Course foundations, leadership in war, international leadership, organizational change leadership and business and departmental leadership. General introduction to leadership, International leadership, Leader theory and film, ideas about leadership, civilian-military relations, the profession of arms. Some biographies: Putin, Lee, and Bragg, Thatcher, Deng Xiaoping, Lee Kuan Yew, Petraeus, Nixon & Gandhi, DeKlerk & Mandela, Rickover, Lejeune, Zumwalt, Gerstner, Rumsfeld & Gates, Powell, Queen Elizabeth I and gender, LeMay, Nunn, Lehman, Eisenhower, Jobs.</p>

SUMMARY COURSE EVALUATIONS

AY	DEPT AVG	NUMERICS
2019 Elective History of Women in War and Combat	6.2	6.6,6.4,6.9,6.8,7.0,7.0,6.75,6.9,7.0,6.9,6.8 Average 6.8/7.0
2016-2017 Elective History of Women in War and Combat	UNKNOWN	6.6,6.8,6.8,6.6,6.3,6.8,6.3,6.2,6.5,6.3,6.3 Average 6.833/7.0
2019	UNKNOWN	6.7 Overall Effectiveness 6.7, 6.5,6.7,6.8,6.7
2018	UNKNOWN	<i>Sabbatical</i>
2017	UNKNOWN	<i>Sabbatical</i> 6.8 Overall Effectiveness 6.5,6.6,6.3,6.3 6.8 Overall Effectiveness 6.5,6.6,6.3,6.3
2016	UNKNOWN	6.4 Overall Effectiveness 6.5, 6.5,6.1,6.2,6.0 6.4 Overall Effectiveness 6.5,6.5,6.1,6.2,6.0
2015	5.3	6.7 Overall Effectiveness 6.7,6.7,6.9,6.6,6.5 5.9 Overall Effectiveness 5.9,6.0,5.6,6.0,6.1
2014	5.9	6.5/7.0 Overall Effectiveness 6.4, 6.3,6.3,6.4 6.5/7.0 Overall Effectiveness 6.9,6.8,6.8,6.8,6.8
2013	5.7	6.7/7.0 Overall Effectiveness 6.3, 6.8, 6.5, 6.3 6.7/7.0 Overall Effectiveness 6.7,6.7,6.7,6.7,6.5 6./7.0 Overall Effectiveness 6.7,6.5,6.8,6.4,6.3
2012	UNKNOWN	6.2/7.0 Overall Effectiveness 6.0,5.9,5.9,5.9,6.0
2011	5.3	6.6/7.0 Overall Effectiveness 6.0,5.8,5.7,5.9
2010	6.0	6.4/7.0 Overall Effectiveness 6.7,6.4,6.5,6.5,6.5,6.2
2009	5.6	5.0/7.0 Overall Effectiveness 5.4,5.6,5.2,4.9,4.8,4.6
2008	5.3/5.4	6.1//7.0 Overall Effectiveness 6.1,6.2,6.7,6.3,6.2,5.9,6.3,6.4,6.3,5.7,5.6
2007	5.2/5.8	6.0&6.5/7.0 Overall Effectiveness 6.2,6.5,6.2,6.0,5.8, 6.6,6.6,6.6,6.7,6.6
2006	5.4/5.8	6.5&6.3/7.0 Overall Effectiveness 6.5,6.55,6.8,6.4,6.,6.5,6.3,6.6,6.7,5.8,6.3,6.2
ADJUNCT COURSES		
Ideas About Leadership 2018		

Democracy, Ethics & Leadership	14 item scale 5.0	4.77,4.62,4.69,4.69,4.77,4.62,4.69,4.38,4.85,4.92,4.64,5.0,4.77 Average 4.72/5.0
Strategic Mgmt Human Rscs	14 item scale 5.0	4.6,4.6,4.8,5.0,5.0,4.8,4.8,5.0,4.6,5.0,5.8,5.0,5.0,5.0,5.0 Average 4.86/5.0
Strategic Mgmt Human Rscs	14 item scale 5.0	4.5,5.0,4.75,5.0,5.0,5.0,5.0,5.0,4.25,5.0,5.0,5.0,5.0,5.0 Average 4.89/5.0
Strategic Mgmt Human Rscs	14 item scale 5.0	4.75, 4.5,5.0,4.25,5.0,4.5,4.75,4.5, textbook 4.33,4.75,4.75,4.25,4.75,4.75 Average 4.63/5.0
Strategic Mgmt Human Rscs	14 item scale 5.0	4.6,4.6,4.4,4.2,4.2,4.4,4.2,4.2,4.0,4.2,4.2,5.0,4.4,4.4 Overall Effectiveness 4.35/5.0
Self, Systems Leadership	14 item scale 5.0	4.78,4.78,4.56,4.22,4.67,4.70,4.44,4.89, textbook:3.67,4.56,4.67,4.57,4.89,4.67 Average 4.58/5.0
Industrial Organization	14 item scale 5.0	5.0,5.0,5.0,5.0,5.0,5.0,5.0,5.0,5.0,5.0,5.0,5.0,5.0,5.0 Average 5.0/5.0
Foundations of Organizational Leadership	14 item scale 5.0	4.69,5.69,4.92,4.69,4.76,4.61,4.76,4.84,4.69,4.84,4.69,4.84,4.63,4.76,4.69 Average 4.74/5.0
Organizational Theory and Behavior	19 item scale 7.0	7.0,6.8,6.6,5.8,4.0,6.8,6.2,7.0,6.4,5.0,6.4,6.6,6.8,6.8,6.8,6.8,6.8,6.8,6.8 Overall Effectiveness 6.4/7.0
Seminar Organizational Theory and Behavior	18 item scale 8.0	8.0,8.0,8.0,8.0,8.0,7.8,7.5,8.0,8.0,8.0,7.8,8.0,8.0,8.0,8.0,8.0,8.0,8.0 Average 7.95/8.0
Complex Organizations and Bureaucracy	19 item scale 7.0	7.0,6.8,6.7,6.4,5.5,6.8,6.7,6.7,5.7,7.0,6.8,6.7,6.7,6.7,7.0,7.0,7.0,6.8, textbook:3.3,6.4,6.8 Overall Effectiveness 6.8/7.0
Human Resource Management Undergraduate	24 item scale 5.0	4.94,4.22,4.0,4.72,3.56,3.95,4.11,4.17,4.29,4.28,4.06,4.12,4.28,4.56,4.39,4.33,4.0,4.4,4.1,4.22,4.56,4.28,4.0,4.3 Overall Effectiveness 4.24/5.0

ADDENDUM 2 WRITTEN MATERIALS, TALKS & RESEARCH INTERESTS

Focus. Internally generated curriculum readings, documents, publications invited talks

2010. Raum, Mary. "Communicating Effectively and Building Effective Teams," National Security Decision Making Department the United States Naval War College, Newport RI. Summer, 2010.

2019 Matthew Tracy and Mary Raum. "Death Acceptance and Combat: A Potential Rosetta Stone for Psychological Endurance." *Journal of Military and Veterans Health*. <https://jmvh.org/> pp. TBD. Accepted. Spring/Summer, 2019.

2019 Mary Raum, "Women Warriors 3000 Years in the Fight. " *Joint Force Quarterly*. 2nd Quarter 2019 April ed. pp. TBD Accepted. <https://ndupress.ndu.edu/JFQ/>

2019 Mary Raum. Academic Unit Presidency and the Executive Branch. National Security Decision Making Department the United States Naval War College, Newport RI. Summer, 2019.

2019 By invitation. Roundtable. Remembering Rwanda. May 02, 2019. Harvard University. Cambridge, Mass.

2019 By invitation. Roundtable. "Emerging Technologies and National Security Digital and Cyberspace Policy." Harvard University, Cambridge Mass April 04, 2019.

2019 By invitation, United States Department of Veteran's Affairs, Women's History Month Guest Speaker, "Suffragists and Suffragettes Ties to Why Women Can Serve in the Military Today." Providence, RI, March 26, 2019.

2019 "Book Review Current Valuable Works in Women, Peace, and Security. Accepted for Fall, 2019 *Naval War College Review*. Pp. TBD Accepted.

2018 USNWC Moderator and Organizer, Panel Discussion: Ideas Worth Considering. US Naval War College Student Body Newport, Rhode Island, Winter, 2018.

2018 Mary Raum, "Coffee Zones Conflict Zones." *The Bridge*, Spring, 2018: pp32-33.
<http://nwcfoundation.org/Files/Admin/Documents/BridgeApring2018%281%29.pdf>

2018 Mary Raum. Academic Unit: Elizabeth I Gender and Behavioral Economics. National Security Decision Making Department the United States Naval War College, Newport RI. Fall, 2018

2018 Mary Raum. Academic Unit: Critical Thinking. National Security Decision Making Department the United States Naval War College, Newport RI. Fall, 2018

2018 Mary Raum. Academic Unit: Current Topics Decision Making and Leadership. National Security Decision Making Department the United States Naval War College, Newport RI. Fall, 2018

2018 Mary Raum. Ideas About Leadership. National Security Decision Making Department the United States Naval War College, Newport RI. Fall, 2018

2017 By invitation. The United States Naval War College, First Spouses lecture series, Jan 10, 2017. "Women Peace and Security" Newport, RI

2017 Mary Raum. Theater Security Decision Making TSDM Blank Slate Working Group Team Summary 2017.
https://www.academia.edu/38842174/SUMMARY_DOCUMENT_TSDM_BLANK_SLATE_TEAM

2017 Mary Raum. "Justifying Steve Jobs: Productive Narcissism." National Security Decision Making Department the United States Naval War College, Newport RI. Fall, 2018

2017 Mary Raum. "Steve Jobs: From Lumbini to Kushinagar Leading in Organizational Settings." Newport, RI Naval War College Faculty Paper, NSDM, May 2017.

2017 Keynote Address. "History of Women and War: Yes, You Have a Chronicle." 3rd International Symposium of Officers of the Next Generation of Navies of the Americas, held from August 16th–23rd in Peru

2017 By invitation. US Naval War College Foundation Evening Lecture, "Hard, Soft and Smart Security: WPS." October 18, 2017, Officer's Club, United States Naval War College Newport, RI.

2016 Invited Panelist. Conference on gender and international affairs at Tufts University. "Gender-sensitive leadership putting leadership into practice," Panel 1 Security Decision Making Access and Impact Saturday, December 3, 2016

2015 Reviewer for Routledge, Taylor, and Francis: A new journal on gender, and conflict. August 2015.

2015 Mary Raum, "The Significance of Gender in 21st Century Security." *The Bridge*. Fall 2015: pp. 12-13.
http://nwcfoundation.org/Files/Admin/Documents/BridgeFall2015_spreads.pdf

2015 Mary Raum, (Ed.) *Working Papers Women Peace and Security Conference*, United States Naval War College, Newport RI. Fall, 2018

2014 Reviewer, National Defense University Center for Technology and National Security Policy, Development, and Integration of Women Peace and Security into Curriculum. April 30, 2014.

2014 Mary Raum, "The Face of a POW." *The Bridge*. Fall 2014: p. 36.
http://nwcfoundation.org/Files/Admin/Documents/Bridge_FALL2014web.pdf

2014 Mary Raum, "Feminists, Philosophers, Marquises, Imams, Knights, School Girls, and Statues Ancient to Modern Men and Women Steering Societies toward Equality. Academia.edu. April 15, 2014. Essay Submission.
https://www.academia.edu/7041018/The_History_of_Equality

2014 Mary Raum. Background Reading, Master and Commander Background Materials the Age of Sail during the Napoleonic Wars Mary Raum, Ph.D. (Ed.) March 28, 2014,
https://www.academia.edu/6768312/BackgroundReadingMaster_and_Commander

2014 Mary Raum. Background Materials: The Age of Sail During the Napoleonic Wars, Newport, RI Naval War College Faculty Paper, NSDM, March 28, 2014.

2014 Mary Raum. Addendum Leader Theory Explanations and Original Texts. Newport, RI Naval War College Faculty Paper, NSDM, April 10, 2014.

2014 By invitation. US Naval War College Foundation Evening Lecture, "The Female POW," November 6, 2014. Officer's Club, United States Naval War College Newport, RI.

2013 Mary Raum. "Post: A military perspective on Secretary Clinton's Legacy," Institute for Inclusive Security website. March 27, 2013. <https://www.inclusivesecurity.org/2013/03/27/a-military-perspective-on-secretary-clintons-legacy/>

2013 By invitation. US Naval Academy Department of Leadership, Ethics, and Law, guest speaker female POW's student body and women's network. Spring, 2013.

2013 By invitation UK Home Fronts: Gender, War and Conflict By invitation, Merging the Home and War Fronts Chair Alison Fell Politics and Organizations: "The Female POW: From 8 Hours to Four Years," Women's History Network.

2010 Working Group Member by invitation, Gender Equity engagement Project, (GEEP) War Gaming Department US Naval War College Center on Warfare and Armed Groups. Fall, 2010.

2011 By invitation, Women in the military conference, October 28, 2011, Military Culture Panel, Femina Militaris, Washington, D.C. Summer, 2011.

2011 By invitation. Human Use, Human Testing Workshop. HSBC 2011 Office of Naval Research Strategic Studies Group USNWC February 2011.

2011 By invitation, The Women's Research and Education Institute, Washington, D.C
[.www.wrei.org/Schedule_2011_Conference_090611.pdf](http://www.wrei.org/Schedule_2011_Conference_090611.pdf)

2012 By invitation. Keynote address, April 2012 Providence Rhode Island Women's Veterans Association, "Female Prisoners of War."

2012 By Invitation, Harvard University Institute for Inclusive Security, Harvard University, "Difficulties of Creating a Relative Gender Program in a male-dominated military system," Cambridge, Mass., January 2012.

2012 By invitation, Thurgood Marshall Program, New York, October 2012.

2012 Motus Humanus Movement Profile Analysis Seminar, June 2012 Pomona California

2010 Guest Speaker, Female POW's World War II. Jamestown Baptist Church, Jamestown, RI. March 2012

2010 Mary Raum. Leading organizations effectively; decision elements," National Security Decision Making Department the United States Naval War College, Newport RI. August 2010

2010 Mary Raum. Introduction to the Senior Leadership Seminar. Faculty Paper, National Security Decision Making Department the United States Naval War College, Newport RI. August 2010.

2010 Mary Raum. "Ideas About Leadership a short history and description of modern leadership theories," National Security Decision Making Department the United States Naval War College, Newport RI. August 2010

2010 Mary Raum. "Compilation of Questionnaires and assessments situational LPA LMX team, path-goal and trait theories," National Security Decision Making Department the United States Naval War College, Newport RI. August 2010.

2010 Mary Raum. "Becoming a warrior diplomat epilogue," Faculty Paper, National Security Decision Making Department the United States Naval War College, Newport RI. August 2010.

2010 Mary Raum. "Warrior Diplomat setting future direction," Faculty Paper, National Security Decision Making Department the United States Naval War College, Newport RI. August 2010

2010 Mary Raum, "Leading Organizations Effectively: Decision Environment." . National Security Decision Making Department the United States Naval War College, Newport RI. August 2010.

2010 Mary Raum, "Addendum to Ira Eaker Case Study Applying Ideas of Leadership, National Security Decision Making Department the United States Naval War College, Newport RI. Fall, 2010.

2010 Mary Raum, "Warrior Diplomat: Setting Future Direction." National Security Decision Making Department the United States Naval War College, Newport RI. August 2010.

2010 Mary Raum, "Resurrecting Paraguay." .National Security Decision Making Department the United States Naval War College, Newport RI. August 2010

2010 Mary Raum, "Leading Organizations Effectively: Decision Elements." National Security Decision Making Department the United States Naval War College, Newport RI. August 2010.

2010 Mary Raum, "Ira Eaker: There are no Reluctant Leaders." National Security Decision Making Department the United States Naval War College, Newport RI. July 2010.

2010 Mary Raum, "Becoming a Warrior Diplomat. Epilogue." National Security Decision Making Department the United States Naval War College, Newport RI. August 2010.

2010 Mary Raum, "Leadership Theory and Film." Naval War College, National Security Decision Making Department the United States Naval War College, Newport RI. January 2010

2009 Moderator Maritime Security and Technology Panel: Maritime domain awareness, implementing MDA in SOUTHCOM, Operation Enduring Friendship. Workshop on Intelligence and Maritime Security US Naval War College December 2009 Doral, Florida.

2009 Mary Raum. "Resurrecting Paraguay," Faculty Paper, National Security Decision Making Department the United States Naval War College, Newport RI. May 2009

2009 Mary Raum. "Decision Environments." Faculty Paper, National Security Decision Making Department the United States Naval War College, Newport RI. May 2009

2009 Mary Raum, "When Group Dynamics Impact our Freedoms." Monograph. Funded Brown Chair on Counterterrorism. United States Naval War College, Newport, Rhode Island. January 2009. Classified.

2009 Mary Raum and Josh Rudd. Case Study Paraguayan Special Forces. National Security Decision Making Department the United States Naval War College, Newport RI. May 2009.

2008. Raum, Mary. "Introduction to Decision Making and Implementation." National Security Decision Making Department the United States Naval War College, Newport RI. Nov. 2008,

2008 Mary Raum, "Introduction to the Senior Leadership Seminar." National Security Decision Making Department the United States Naval War College, Newport RI. August 2008, Revised July 2010.

2008 Mary Raum and Ronald Ratcliff. "Introduction to the Senior Leadership Seminar, "Faculty Paper, National Security Decision Making Department the United States Naval War College, Newport RI. August 2008.

2008 Mary Raum and Robert Shea. "Introduction to decision making and implementation." Faculty Paper, National Security Decision Making Department the United States Naval War College, Newport RI. November 2008

2007 Reviewer "Decision Making Perspectives and Innovation" (Ed. Brenda Connors, Chief of Naval Operations Strategic Studies Group for the Office of Net Assessment, Office of the Secretary of Defense) 31 May 2007.

2007 Moderator, speaker, three sessions Forum for Information Exchange on Leadership Development. Santo Domingo, Dominican Republic. United States Navy Leadership Seminar. "Decision making and implementation as applied to the naval operations of the Dominican Republic. Chief of Naval Operations, Dominican Republic Navy (Marina de Guerra) March 19-23, 2007.

2007 Moderator and speaker, (3 sessions) Developing Grand Strategy and Capabilities Based Planning Eight Nation Jamaica Defense Force hosted conference. Building relationships among mid-career military, political and law enforcement leaders and decision makers within the Caribbean region. Montego Bay, Jamaica 3-8 June 2007.

2007 Mary Raum. "Senior Leadership Seminar Understanding leadership an intensely personal matter," National Security Decision Making Department the United States Naval War College, Newport RI. Faculty Paper August 2007.

2007 Mary Raum. "Personal skills in leading organizations," Faculty Paper, National Security Decision Making Department the United States Naval War College, Newport RI. September 2007.

2007 Mary Raum. "Communicating effectively and building effective teams Faculty Paper, National Security Decision Making Department the United States Naval War College, Newport RI. September 2007

2007 Mary Raum. "Self-assessment and self-awareness," Faculty Paper, National Security Decision Making Department the United States Naval War College, Newport RI. August 2007

2007 Mary Raum, "Aluminum Recycling." Book Review, *Journal of Minerals, Metals, and Materials*. Vol. 59, No. 11. P.40. November 2007.

2007 Mary Raum, "Self-Assessment and Self-Awareness." National Security Decision Making Department the United States Naval War College, Newport RI. August 2007.

2007 Mary Raum, "Personal Skills in Leading Organizations," National Security Decision Making Department the United States Naval War College, Newport RI. Sept. 2007

2007 "Effective Teams," Faculty Paper, National Security Decision Making Department the United States Naval War College, Newport RI. Sept. 2007

2006 Mary Raum, Book Review. "Titanium Alloys Russian Aircraft and Aerospace Applications." *Journal of Minerals, Metals, and Materials*. October 23, 2006.

2006 Guest Lecturer, "DeBono's Six Thinking Hats and Behavior" College of Operational and Strategic Leadership United States Naval War College, Newport, RI 2006

2006 Book Review. "Psychology of Nuclear Proliferation: Identity, Emotions and Foreign Policy" *Peace Research: The Canadian Journal of Peace Studies*. Vol. 38. (1) May 2006. Pp. 71-72

2006 Book Review. "I Desired. Therefore I Proliferate." *The Nonproliferation Review*. July 2006. Vol. 13, No. 2. Center for Nonproliferation Studies. Monterey Institute of International Studies.

2006 Book Review. "A Review of Psychology of Nuclear Proliferation: Identity Emotions and Foreign Policy." *Peace Research the Canadian Journal of Peace Studies*. Vol. 38 (1) May 2006. Pp. 71-72.

Mary Raum. Over 100 white papers in science and technology policy. White Paper Example: General Study of Key Events Surrounding The Alaska Oil Spill <http://www.worldcat.org/title/general-study-of-key-events-surrounding-the-alaska-oil-spill/oclc/021434995>

Extensive Training Curricula Matrix, Program and Project Management. Client Base: Research and Development, technology-intensive small to medium size companies.

- (1) Decision Making and Problem-Solving Conference. Nature of deciding, who should make decisions? Rationality, decision quality, individuals/groups/participation, information gathering, committee decisions, seven-step problem-solving technique, case studies.
- (2) Project Management Conference. Contingency/systems concepts, project management concepts, analyzing the project, establishing a strategy, developing project plans, project life cycle, project and matrix organizations, directing the project, project decision making, management leadership and project team dynamics, information systems.
- (3) Supervisory Awareness Conference. Supervisory concepts, managerial leadership. Change, communication, and motivation, planning/organizing/controlling, executive delegating, leadership and power, working with groups, group expectancy, time management, standards measurements, informal leadership
- (4) Middle Management Conference. Management functions: results, time management, monetary factors, systems approach to managing, integrating the management process. Human Factors in Organizations: job enrichment, performance measurement, personnel selection strategies, communication, decision making, team building case studies. What is mid-level management? Sound principles of human resource planning, setting performance standards, problem-solving and problem resolution.
- (5) Matrix Project Management Conference. Concepts of organizational systems, matrix systems concepts, implementing a matrix system, making the matrix work.
- (6) Administrator's Conference. Business administration in the industrial organization, organizational theories, planning/directing and controlling the organization's business, budgeting and accounting controls, personnel administration, office administration, systems and data processing, decision-making tools.

RESEARCH INTERESTS

Focus. Valued subject matter expert in qualitative decision making and individual, group and organizational behavior. Primary types of research: pilot studies, historical, descriptive, case, and field study.

- Interests are primarily allied with the disciplines of leadership and decision making with an emphasis on behavioral aspects of strategic, organizational and individual dynamics.
- 2014-Present. An active and ongoing research program in the area of female prisoners of war as well as the history of women in war and combat from ancient to modern time. Global gender issues.
- Deep interest in the history of women and war and is knowledgeable about many of the applied and theoretical domains currently viewed as relevant to the informally

recognized field under the umbrella of women, peace, and security — behavioral aspects of body movement and decision making.

- Group dynamics: describing fissure and fracturing of terrorist groups. “When Group Dynamics Impact our Freedoms,” abstract for the Naval War College Foundation Brown Chair Counterterrorism, Classified.
- Overview of non-fractional approaches to reach high- performance, Office of the Secretary of Defense. Classified.
- Professional certification as a *Motus Humanus* movement pattern analysis (MPA) specialist, a comprehensive framework for assessing an individual’s core motivations in decision-making processes based on the disciplined analysis of nonverbal behavior in three-dimensional space. MPA maps how people are intrinsically motivated to act and interact throughout all stages of a decision-making process. Intrinsic motivation refers to inner drive, as opposed to extrinsic motivation responding positively or negatively to external factors (e.g., wages, punishment) decision-making process has used her to refer to the whole chain of actions involved in thinking through, making choices and implementing decisions. MPA is used by companies and individuals to ensure compatibility between people and areas of responsibility and to improve team balance. Strategic Studies Group Office of the Chief of Naval Operations and Office of Net Assessment physiological patterning of movement as it relates to decision making.
- The University of Washington. Doctoral research associate, social matters in technical policy. Identify social and cultural points of reference for legislative background materials. Write, edit and finalize a variety of background studies for state and federal government organizations. Creation of general public level descriptions of complex technical issues. Topics: the artificial heart, the Serengeti lion, artificial limbs, marine policy, oil policy, public power, environmental policy, fisheries policy, nuclear power programs, Asia Pacific science, and technology policy
- Grant associations National Science Foundation, National Academy of Sciences.
- The George Washington University Science Policy Program Office, School of Government and Business. Five-member research team developed a comprehensive research study methodology and summarized then presented findings before the US House of Representatives.

ADDENDUM 3. COLLEGE SERVICE, AWARDS

COLLEGE SERVICE

>Moderator and administrative panel for national security affairs twice yearly final exercise 2007-2019. >Reader, reviewer for student essay prize 2017-2019. >Invited attendee Board of Trustees events, the United States Naval War College Foundation and significant donor recognition dinners 2016-2019. >Cross-organizational liaison 2006-2019. >Department Chair Hiring Committee 2018. >Senior Faculty Departmental Hiring Committee 2018. >By request,

yearly inputs to Office of the Secretary of Defense Office of the Undersecretary of Defense for Policy Stability and Humanitarian Affairs-women peace and security impacts and national action plans for contribution to executive order EO 13595 comprehensive periodic review 2015-2018. >Moderator, US Navy Current Strategy Forum 2014-2015. >Navy Officer Diversity and Inclusion Training Meeting Audit Survey Plan 09 July 2013. >Academic committees: Accreditation, Faculty Pay, Faculty Compensation Comparison. >New England Region Master's Programs Study Team. 2007. >Committee participant Naval Operational Planners Review

AWARDS

>Certificate of Appreciation, Department of Veterans Affairs, support for women veterans; enhancing empathy and understanding of veteran's sacrifices. >Numerous Department of Defense monetary stipends for teaching excellence. >Science advisory commendation for impeccable character and disposition, sensitivity to the role of ethics and moral vision in the functioning of democracy. >Letters of commendation: Nevada National Guard Adjutant General for Nation of Tonga Women Peace and Security Program. Office of Technology Assessment. Office of the Science Advisory Marine Board National Academy of Sciences. The Johns Hopkins University Applied Physics Laboratory Biomedical Engineering Program. >Doctoral research associate awards: The George Washington University and The University of Washington. >National Science Foundation and the National Academy of Science research awards.

ADDENDUM 4 MEDIA LIST

2019 Women Peace and Security website, United States Naval War College. <https://usnwc.edu/News-and-Events/Conferences-and-Symposia/Women-Peace-and-Security-Conference>.

2019 Mention. *Providence Journal*, ejournal.com/news/20190324/veterans-journal-free-genetic-testing-to-improve-patient-care-for-cancer-survivors-soon By George W. Reilly / Special to The Journal Posted Mar 24, 2019, "RI Woman Veteran of the Year to be Honored."

2018 Women, Peace and Security Conference: Welcome Remarks, Watson Institute Brown University Providence, RI, June 28, 2018 <https://www.youtube.com/watch?v=KD4rWbeReH8>

2018 Mary Raum, "The history of equality," https://www.academia.edu/7041018/The_History_of_Equality

2018 Rhode Island Public Radio Interview, (102.9FM) Local Features. Women Peace and Security United States Naval War College and Brown University conference.

2018" Naval War College Seeking Papers on Women, Peace and Security Naval War College Issues 'Call For Papers' on Women, Peace, Security," Story Number: NNS180202-20 Release Date: 2/2/2018 https://www.navy.mil/submit/display.asp?story_id=82734

2018 <https://usnwc.edu/News-and-Events/News/Nobel-laureate-speaks-at-Naval-War-College-Women-Peace-and-Security-Conference> "A Place at the Table: Women's Role in National Security," June 25, 2018

2018 Around the Station, "Naval War College Issues 'Call for Papers' on Women, Peace, Security" By Daniel S. Marciniak, NWC Public Affairs file:///D:/2018_FEB_08.pdf NAVALOG Feb 28, Feb 28, 2018.

2017 Women, Peace & Security 2017 | "Panel Discussion: Media," August 10, 2017,
https://www.youtube.com/watch?v=xOle_9azdBw

2017 Women, Peace & Security 2017 | "Panel Discussion: Athena Rising - How and Why Men Should Mentor Women," <https://www.youtube.com/watch?v=2It3kFcjUEQ>

2017 Women, Peace & Security 2017 | "Panel Discussion International Operational and Tactical Perspectives," Sept 26, 2017 Women, Peace & Security Conference, U.S. Naval War College,
https://www.youtube.com/watch?v=wl_5ZQ9G8yE

2017 Women Peace and Security Conference Keynote Address, Rosa Brooks, US Naval War College August 10, 2017. <https://www.youtube.com/watch?v=YMgdgkKEFYQ>

2017 Naval War College, Brown Host Women Peace & Security Conference, "Women Peace and Security Conference Series, 6th Conference," <https://usnwc.edu/News-and-Events/Events/Women-Peace-and-Security-Conference-Series-6th-Conference>

2017 "War college holds a conference about women, peace and security" *Associated Press Daily Mail.co.uk*
Published: 00:25 EDT, 10 August 2017 | Updated: 11:35 EDT, 10 August 2017

2017 "USA, War College Holds Conference About Women, Peace and Security," August 10, 2017, 12:46 PM
Associated Press <https://www.voanews.com/a/war-college-holds-conference-women-peace-security/3980376.html>

2017 "Nobel Peace Prize recipient Leymah Gbowee spoke at the Naval War College in Newport." By Margo Sullivan, Patch Staff | Aug 14, 2017, 5:03 pm ET | Updated Aug 14, 2017, 6:51 pm ET

2017 NEWPORT, R.I. "Mary Raum, professor in U.S. Naval War College's (NWC) National Security Affairs department, speaks about women, peace, and security to more than 100 spouses," (Jan. 10, 2017)
<https://www.alamy.com/170110-n-rx668-113-newport-ri-jan-10-2017-mary-raum-professor-in-us-naval-war-colleges-nwc-national-security-affairs-department-speaks-about->

2017 "Newport conference studying women's roles in the military." *PressReader Pawtucket Times*, 08/11/2017
<https://www.pressreader.com/usa/pawtucket-times/20170811/281629600369852>

2017 *Navalog* Jan 20, 2017, AROUND THE STATION 'Spouses the focus of new Naval War College lecture series," By Daniel L. Kuester, U.S. Naval War College Public Affairs file:///D:/2017_JAN_20.pdf

2017 "Naval War College: Nobel Laureate Speaks About Global Peace," <https://patch.com/rhode-island/newport/naval-war-college-nobel-laureate-speaks-global-peace>

2017 Keynote Address, "2017 Attleboro, Mass POW-MIA Remembrance Ceremony: Female Prisoners of War," on Remembrance Day of 9/11 Attacks. https://archive.org/details/DoubleACS_POW/MIA_Remembrance

2017 Women, Peace & Security 2017 | Panel Discussion: Asia September 26, 2017.
<https://www.youtube.com/watch?v=tCskNV4zvIA>

2017 Women Peace and Security Conference, 2017, Athena Rising Panel Discussion. Aug 11, 2017.
<https://www.youtube.com/watch?v=2It3kFcjUEQ> September 26, 2017 Women, Peace & Security 2017 | Panel Discussion: Athena Rising

2017 "Spouses the New Focus of Naval War College Series," <https://usnwc.edu/News-and-Events/News/Spouses-the-focus-of-new-Naval-War-College-lecture-series>

2016 Women Peace and Security Conference Series: 4th Conference Critical Themes and Perspectives in Global Security <https://usnwc.edu/News-and-Events/Events/Women-Peace-and-Security-Conference-Series-4th-Conference>

2016 U.S., Peruvian Navies Agree to Boost Institutional Exchange, Julieta Pelcastre/Diálogo 31 August 2016. Dialogue Digital Military Magazine, Forum of the Americas. <https://dialogo-americas.com/en/articles/us-peruvian-navies-agree-boost-institutional-exchange>

2016 Panel Sessions Panel 1: Security Decision-Making: Access and Impact “Gender Sensitive Leadership Putting Leadership into Practice Panel 1 Security Decision Making Access and Impact,” 2016 Conference on Gender and International Affairs, Tufts University. December 3, 2016. 9:00am-10: 20 am Saturday, December 3, 2016. Moderator: Roxanne Krystalli – Program Manager, Humanitarian Evidence Program, Feinstein International Center <https://sites.tufts.edu/genderconference2016/speakers/panel-sessions/>

2016 “Naval War College seeks papers on Women, Peace, Security,” *Defense Visual Information Service* Newport, Ri, United States 01.12.2016 (Story by [Daniel Marciniak](#)) <https://www.dvidshub.net/news/186137/naval-war-college-seeks-papers-women-peace-security>

2016 “Naval War College Issues “Call for Papers” in Preparation of Fourth Annual Women, Peace, and Security Conference,” Ryan Belmore January 13, 2016, *What’sUPNwpt*.

2016 Women Peace and Security Conference May 25, 2016 <https://www.youtube.com/playlist?list=PLam-yp5uUR1b2UuVddq8Xwr2vqIDk9Nyr>

Mary Raum, Online Post, A military perspective on Secretary Clinton’s Legacy. *Inclusive Security*, March, 27, 2013. <https://www.inclusivesecurity.org/2013/03/27/a-military-perspective-on-secretary-clintons-legacy/>

2016? 5th Conference the Next Decade Amplifying the Women Peace and Security Agenda.

2015 Women, Peace & Security 2015 | Panel Discussion Combatant Commands – AFRICOM and PACOM April 17, 2015, https://www.youtube.com/watch?v=Kz_wvavZp6c

2015 Women Peace and Security Conference Series, 3rd Conference, Beneficial Pathways Stimulating and Safeguarding Components of Women Peace and Security <https://usnwc.edu/News-and-Events/Events/Women-Peace-and-Security-Conference-Series-3rd-Conference>

2015 Requests for interviews *Newsweek*, *China Youth News* and *USA Today* movement profile of Vladimir Putin.

2015 <http://www.usnwc.edu/wps2015-callforpapers> Submission guidelines also see: <http://www.navy.mil> <http://www.facebook.com/usnavy> <http://www.twitter.com/usnavy> http://www.navy.mil/submit/display.asp?story_id=82734

2015 By invitation Veterans Administration Nursing and Female POW’s World War II, RI Women’s Veterans Conference. held at Bristol Community College, June 05, 2015

2014 Vladimir Putin World News page 12 World Press.com Pentagon Studying Putin’s body language to predict his behavior. <https://pressall.wordpress.com/tag/vladimir-putin/page/12/> March 7, 2014

2014 Radio Interview, Special to RIPR 102.9FM “Women in Combat Debate Historical Perspectives,” 2014

2014 The Pentagon has a team studying the body language of world leaders to predict their behavior *Agence France Presse* March 7, 2014 *Business insider* military and defense <http://www.businessinsider.com/pentagon-body-language-2014-3>

2014 Pentagon studies Putin’s body language for a hint of intent stars and stripes Ray Locaker *USA Today* March 7, 2014, <https://www.stripes.com/news/us/pentagon-studies-putin-s-body-language-for-hint-of-inteng-1.271748>

2014 NWC Continues Collaboration on Women, Peace and Security

<http://nwcfoundation.org/Files/Admin/Documents/Bridge-Spring%202014.pdf> The Bridge Spring 2014, pp.32-33.

2014 Newsweek in the magazine what the martial arts taught Putin by Lynnley Browning 6/5/14

<http://www.newsweek.com/2014/06/13/waht-martial-arts-taught-putin-253348.html>.

2014 <https://www.rt.com/usa/pentagon-connors-putin-language-510/> Pentagon Studying Putin's body language to predict his behavior 7 March 2014 RT Autonomous nonprofit organization TV Novosti 2005-2017

2014 <http://defenceforumindia.com/forum/threads/pentagon-studying-putins-body-language-to-predict-his-behavior.59091> Pentagon is studying Putin's body language to predict his behavior defeneforumindia.com.

2013 Women Peace and Security Conference Series: 2nd Conference Answering the How Progress, Challenges and Issues for Sustaining the National Action Plan <https://usnwc.edu/News-and-Events/Events/Women-Peace-and-Security-Conference-Series-2nd-Conference>

2013 Lecture of Opportunity, "The Female POW Women's History Month, 2013," United States Naval War College 2013. <https://www.youtube.com/watch?v=v8Tmo3YyDVw>

2013 Lecture of Opportunity | Mary Raum: The Female P.O.W.

<https://www.youtube.com/watch?v=v8Tmo3YyDVw> March 26, 2013.

2013 AFCLC faculty partners with Naval War College at Women, Peace & Security Conference, culture.af.mil/assets/afclc_bulletin_winter_2013.pdf <https://www.airuniversity.af.edu/AFCLC/>

2012 Panel Discussions from Conference, "The Fabric of War and Phase 4: Women, Peace, and Security Components," <https://usnwc.edu/News-and-Events/Events/Women-Peace-and-Security-Conference-Series-1stConference>

2012 Military-Civilian experts discuss national action plan on women peace and security

4/2/2012 http://www.navy.mil/submit/display.asp?story_id=66218

2012 <https://www.ted.com/tedx/events/7012> mention TED EX Mass Ave Women Theme the Space Between Wash D December 3, 2012, Ambassador Clarence McGann, NDU

2011 Leader Theory Explanations and Original Texts

http://www.academia.edu/7044824/Leader_Theory_Explanations_and_Original_Texts

