



U.S. NAVAL WAR COLLEGE
Est. 1884
NEWPORT, RHODE ISLAND

Constructive Pathways: Stimulating and Safeguarding Components of WPS

April 16–17, 2015

Program of Events and Biographies



Women
& Peace
Security

U.S. Naval War College • Newport • Rhode Island

2015 Conference

“The National Action Plan expresses the United States’ unqualified commitment to integrating women’s views and perspectives fully into our diplomacy, security, and development efforts.”

Statement of National Policy, December 2011

TABLE OF CONTENTS

Program of Events	1
A Note from the Conference Chair	5
Biographies	
U.S. Naval War College Leadership	7
Conference Chair	8
Keynote Speakers	9
Panel 1 Biographies	11
<i>Department of Defense Topics and Updates</i>	
Panel 2 Biographies	13
<i>Media and Communications</i>	
Panel 3 Biographies	14
<i>Security and Protection Studies</i>	
Panel 4 Biographies	15
<i>Soft Power</i>	
Panel 5 Biographies	17
<i>International Case Studies</i>	
Panel 6 Biographies	19
<i>Combatant Commands Part 1 – AFRICOM and PACOM</i>	
Panel 7 Biographies	21
<i>Combatant Commands Part 2 – NORTHCOM and SOUTHCOM</i>	
History of the U.S. Naval War College	23
The Naval War College Foundation	24
References	25

PROGRAM OF EVENTS

THURSDAY, APRIL 16 (*Conference Attire: Civilian – Business Casual, Military – Service Dress Blue or equivalent*)

7:30 a.m. **Registration and Coffee – Mahan Rotunda**

7:55 **Administrative Remarks**

Dr. Mary B. Raum, National Security Affairs Department, U.S. Naval War College

8:00 **Welcoming Remarks**

Rear Admiral P. Gardner Howe III, U.S. Navy, President, U.S. Naval War College

8:05 **Keynote Address**

Admiral Michelle J. Howard, U.S. Navy, Vice Chief of Naval Operations

Presentation of Women and Conflict Outcomes Essay Competition Prize to
Sabrina Monuza Karim for *When Women Serve and Protect in Post-Conflict Countries:
Evidence from the Liberian National Police*

8:30 **Break**

9:00 **Panel 1: Department of Defense Topics and Updates**

- ♦ Ms. Sara Kapell, JD, Foreign Affairs Specialist, Rule of Law and Detainee Policy,
Office of the Under Secretary of Defense
*Department of Defense Implementation of the National Action Plan on Women,
Peace and Security*
 - ♦ Ms. Lynn C. Simpson, Director, Total Fleet Force Manpower and Personnel,
U.S. Pacific Fleet
*U.S. Pacific Fleet Operational and Tactical Implementation of Women, Peace, and
Security Initiatives*
 - ♦ Colonel Andrea Crunkhorn, U.S. Army Reserves, Deputy Corps Chief, Army Medical
Specialist Corps, Office of the Army Surgeon General
Soldier 2020 The Human Dimension and Musculoskeletal Injury
 - ♦ Colonel Jennifer Walker, U.S. Army, Clinical Operations, Office of the Command
Surgeon, U.S. Pacific Command
Supporting the Integration of Women in the Military Environment
- Moderator: Professor Roger H. Ducey, National Security Affairs Department,
U.S. Naval War College

10:15 **Break**

10:30 **Panel 2: Media and Communications**

- ♦ Ms. Maeghin Alarid, Policy Analyst, U.S. Air Force Institute for National Security
Studies, U.S. Air Force Academy
*Electronic Jihad: Radicalization of Women Using New Technology and Online Social
Media Methods*
- ♦ Commander Suzanna Brugler, U.S. Navy Reserves, Head, Congressional and Public
Affairs, Naval Surface Warfare Center
*From Afghanistan Classrooms to Corporate America, the Internet as a Gender
Equalizing Pathway*

- ♦ Ms. Jamie Dobie, Program Director, Peace is Loud

Screening: *Women, War, and Peace*

Moderator: Professor Sean C. Sullivan, National Security Affairs Department,
U.S. Naval War College

11:30 **Lunch – Mahan Rotunda**

1:00 p.m. **Panel 3: Security and Protection Studies**

- ♦ Dr. Brooke A. McNierney, Global Security Group, Merck Pharmaceuticals
Implementation Theory: Female ENGAGEMENT Teams: An Evaluation of the FET Program in Afghanistan
- ♦ Major Dana Perkins, U.S. Army Reserves, PhD, Science and Civil Affairs Officer,
U.S. Army 20th CBRNE Command
Women in Disarmament, Non-Proliferation and Arms Control a Military Perspective
- ♦ Ms. Helen Tung, Tung Legal Consultancy
Women: Piracy and Private Security Company Issues Gulf of Aden and the Montreux Document

Moderator: Professor Richard J. Norton, National Security Affairs Department,
U.S. Naval War College

2:00 **Break**

2:15 **Panel 4: Soft Power**

- ♦ Colonel Shelia M. Q. Scanlon, U.S. Marine Corps (ret.), Independent Consultant on
Women, Peace, and Security
If not me then who? If not now, when?
- ♦ Ms. Sahana Dharmapuri, Independent Gender Advisor
UN Security Council Resolution 1325 and Countering Violent Extremism: Soft Power Solutions to a Hard Security Issue
- ♦ Ms. Elizabeth O. Lape, Deputy, Individual Training and Learning Branch, Joint Staff J7
The Sporadic and Uneven Training and Education Gap within WPS
- ♦ Dr. Lauren Mackenzie, Assistant Professor of Communication, Bloomsburg University
of Pennsylvania
A Framework for Conceptualizing the Communication of Respect in WPS Initiatives

Moderator: Professor Hayat Alvi, National Security Affairs Department,
U.S. Naval War College

3:30 **Group Discussion**

4:15 **Closing Remarks**

Dr. Mary B. Raum, National Security Affairs Department, U.S. Naval War College

Dinner at Leisure

FRIDAY, APRIL 17 (Conference Attire: Civilian – Business Casual, Military – Service Dress Blue or equivalent)

7:30 a.m. **Coffee – Mahan Rotunda**

7:55 **Introductory Remarks**

Dr. Mary B. Raum, National Security Affairs Department, U.S. Naval War College

8:00 **Introduction of Guest**

Ambassador Steven McGann, Deputy Commandant, Dwight D. Eisenhower School for National Security and Resource Strategy, National Defense University

8:05 **Keynote Address**

Ambassador (ret.) Juliette McLennan, Former Ambassador to the United Nations Commission on the Status of Women

8:45 **Break**

9:00 **Panel 5: International Case Studies**

♦ Dr. Barbara Elias, Assistant Professor of Government and Legal Studies, Bowdoin College
Considering Women and Minorities in Strategy: U.S. Demands to Counterinsurgency Allies in Iraq, Afghanistan, and Vietnam

♦ Ms. Jessica Willis, Master of Legal Studies Graduate Student, James E. Rogers School of Law, University of Arizona
Policies, Propaganda and Purdah: Forced Inclusion of Women in the Early 1900s in Turkey and Soviet Central Asia

♦ Ms. Michelle A. Hughes, Esq., President & CEO, VALRAC Innovation, LLC
Strategic Blindness: Women in Community Security

Moderator: Chaplain Judy T. Malana, Commander, U.S. Navy, Office of the Chief of Navy Chaplains

10:00 **Break**

10:15 **Panel 6: Combatant Commands Part 1 – AFRICOM and PACOM**

♦ Dr. Liza E. A. Briggs, Social Scientist (North/West Africa), U.S. Africa Command
Our Voices, Our Perspectives: African Women on the Challenges and Opportunities Associated with Serving their Militaries

♦ Dr. Christopher LaMonica, Associate Professor of Government, U.S. Coast Guard Academy
Role of Women in Political Protests Against West African State Tyranny: Comparative Studies of Experiences in Liberia and the Niger Delta Region of Nigeria

♦ Colonel (ret.) Jody Prescott, U.S. Army, Department of Political Science, University of Vermont & Senior Fellow, West Point Center for the Rule of Law
Are Western National Action Plans Likely Models for the Integration of UNSCR 1325 into the Japan Self-Defense Forces' Operations?

Moderator: Colonel Katherine Graef, U.S. Army, Military Professor, Joint Military Operations Department, U.S. Naval War College

11:15 Panel 7: Combatant Commands Part 2 – NORTHCOM and SOUTHCOM

- ♦ Colonel Sarah Russ, U.S. Air Force Reserves, Mexico Desk Officer, U.S. Northern Command
The Role of Women as Actors in the Forces of North America
 - ♦ Dr. Robert Egnell, Visiting Professor, Georgetown University
Implementing Gender Perspectives in Military Operations in Afghanistan
 - ♦ Lieutenant Colonel Danielle Veira, Suriname Armed Forces, International Counterterrorism Fellow, National Defense University
Engendering Defense Policies in the Union of South American Nations
- Moderator: Captain Connie Frizzell, U.S. Navy, Military Professor, Joint Military Operations Department, U.S. Naval War College

12:15p.m. Concluding Remarks

Dr. Mary B. Raum, National Security Affairs Department, U.S. Naval War College

12:30 Lunch and Open Discussion – Mahan Rotunda

A NOTE FROM THE CONFERENCE CHAIR

Welcome to the 2015 Women Peace and Security (WPS) Conference at the U.S. Naval War College: *Constructive Pathways: Stimulating and Safeguarding Components of Women, Peace, and Security*. It is a great pleasure to have you participating in these important discussions. As contributors, you bring to the conference an important set of diverse perspectives and experiences. The seven panels convening for the next two days have been designed to incorporate some of the numerous ideas found within (1) the four pillars of Resolution 1325; (2) the five United States National Action Plan Objectives (3); eleven Department of Defense outcomes; and, (4) eighteen Department of Defense Actions.* We are excited to note that this year, the College has added a 'Call for Papers' to the conference proceedings. This will allow us to create an ideal generation from an international pool of participants. Papers from Pakistan, China, Syria, and Malawi are to be included on the War College's website in this first outing. We are also pleased to have our first international audience members attending this year.

2015 marks the fifteenth anniversary of the adoption by the United Nations Security Council's Resolution 1325 which "reaffirmed the important role of women in the prevention and resolution of conflicts, peace negotiations, peace-building, peacekeeping, humanitarian response, and post-conflict reconstruction." Resolution 1325 continues to address the inordinate impact war can have on women. It also affirms there is a pivotal role women should and do play in conflict management and sustainable peace. The resolution highlights the importance of equal participation and whole involvement in all efforts for the maintenance and promotion of peace and security. A primary purpose of this year's conference, which is to discuss some of the existing routes of implementing WPS within the security sector as well as discuss how to keep maintaining and preserving an active WPS agenda, is based upon the Non-Governmental Organization Working Group on WPS and their 2015 Roadmap which notes that "despite the rhetoric and repeated commitments, the WPS agenda is far from being comprehensively implemented in policy and practice...initiatives must be more than ceremonial and about recommitments to the principles and transformative potential, and effective implementation of the WPS agenda."

The War College is proud of its heritage in this area of public policy and national security affairs as it has set the standard for discussions within the military services by convening, at the inception of the National Action Plan, the first WPS program in the U.S. armed services academic institutions. Beginning with the 2012 conference, *The Fabric of War and Phase 4: Women, Peace, and Security Components*, the College set out to develop professional exchange about defense relative topics using four precepts. It is these precepts that continue to guide the subsequent War College conferences in this series.

The precepts are:

- 1) It is important to continually increase the level of knowledge and understanding about the roles and responsibilities of the military relative to women, peace, and security;
- 2) To ensure continued viability, the voices of diverse perspectives are integral to implementing security relative components of the United States National Action Plan as it grows and matures;
- 3) Combining conceptual ideas with concrete examples of successes and failures are the best approach to linking a new way of thinking to actions; and,
- 4) Integrating the components of WPS into college pedagogy for joint professional military education will ensure the changes implied within the National Action Plan are presented to security sector professionals who will be the future leaders and decision makers in scenarios ranging from peace to conflict.

In December of 2013, the War College convened a second conference: *Answering the How: Progress, Challenges and Issues for Sustaining the National Action Plan*. Tackled were components of security

* See references, page 25

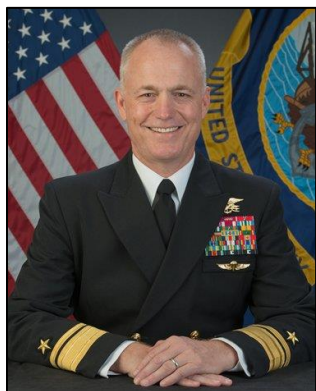
sector reform, rule of law, sexual exploitation, and some notable challenges and issues emerging with the implementation of WPS from the perspectives of United States and other nation's military environments. Front line experiences and observations from diplomats, development experts, and military personnel about the Department of Defense components of the National Action Plan were presented.

Conferences at the Naval War College have led to an increased awareness, Navy wide, of the importance of United Nations Resolution 1325, and the U.S. National Action Plan on WPS. As part of the U.S. Navy's efforts this year during Pacific Partnership 2015, WPS will be integrated into military to military, military to government, and military to non-governmental organization discussions during a five nation visit. Pacific Partnership is the largest annual humanitarian and civic assistance mission in the Asia-Pacific region. It has as a primary purpose, "the building of an international community which is better prepared to synchronize and function together as a coordinated force when disaster strikes." In addition to the incorporation of WPS into this important Navy mission, the subject is now taught formally in the War College elective class: *Leadership: the History of Women in War and Combat* and discussions are ongoing by military faculty to develop a core curriculum unit within the Joint Military Operations area of study.

As time passes and the newness of the WPS initiative lessens, it will always be important to remember former Secretary of State, Hillary Clinton's thought that "one aspect of peacemaking that too often goes overlooked is the role of women in ending conflict and building lasting security." We should continue to care about the notion because WPS is not just 'a women's issue' but simply because it "cuts to the heart of international security and the security of people everywhere." Thank you for your interest in this important component of international security.

Mary Raum, PhD, Chair, Women, Peace, and Security Conference Series

U.S. NAVAL WAR COLLEGE LEADERSHIP



REAR ADMIRAL P. GARDNER HOWE III, U.S. NAVY

Rear Admiral P. Gardner Howe III is the 55th President of the U.S. Naval War College. Rear Adm. Howe is a native of Jacksonville, Fla. He was commissioned in 1984 following his graduation from the United States Naval Academy.

Howe's operational assignments have included a full range of duties in the Naval Special Warfare and joint Special Operations communities. He commanded Naval Special Warfare Unit Three in Bahrain, Naval Special Warfare Group Three in San Diego, and Special Operations Command, Pacific in Hawaii. His service overseas includes multiple deployments to the western Pacific and Southwest Asia, and participation in Operations Earnest

Will, Provide Promise, Enduring Freedom, and Iraqi Freedom.

His key joint and staff assignments include current operations officer at Special Operations Command, Pacific; chief staff officer, Naval Special Warfare Development Group; assistant chief of staff for Operations, Plans and Policy at Naval Special Warfare Command; director of Legislative Affairs for U.S. Special Operations Command; and assistant commanding officer, Joint Special Operations Command.

Howe graduated from the Naval Postgraduate School in 1995 with a master of arts in national security affairs (special operations / low-intensity conflict), and from the National War College in 2002 with a master of arts in national security.



DR. LEWIS M. DUNCAN

Lewis M. Duncan has served as Provost of the U.S. Naval War College, Newport, RI, since January 2015. Previously, he was President of Rollins College in Winter Park, Florida, where he served since 2004, holding the George D. and Harriet W. Cornell Professorship of Distinguished Presidential Leadership. He received his B.A. (1973) in physics and mathematics, and M.A. (1976) and Ph.D. (1977) in space physics, all from Rice University. He is an internationally recognized scholar in experimental space physics, presently chairing the Board of Directors of the Center for the Advancement of Science in Space, responsible for managing the U.S. National Laboratory of the International Space Station. He also serves as an authority on issues

of international security and counterterrorism, and technology-enhanced online learning.

Previously, from 1998 to 2004 Dr. Duncan served as Dean of Engineering and Professor of Engineering Sciences at the Thayer School of Engineering of Dartmouth College, where he continues to guest lecture. He regularly taught a first-year seminar, Technology and the Future of Human Society, and was awarded an honorary master of arts degree and selected for the honor of presenting the "Class of 2004 Lecture" to all entering Dartmouth first-year students. Administratively, he led in establishing the Institute for Security Technology Studies, the Institute for Information Infrastructure Protection, and the MacLean Engineering Sciences Center. He also is a founding director of Angeli Parvi, a highly successful nonprofit early-stage technology-oriented venture capital fund supporting faculty and student innovation and entrepreneurship.

Over his career, Dr. Duncan has held a rising progression of academic, administrative, and national laboratory research positions. He served as Provost and Senior Vice President (1994–1998), Acting President (1996), and Dean of Engineering and Natural Sciences (1992–1994) at the University of Tulsa.

Dr. Duncan is a member of Phi Beta Kappa, Sigma Xi, Tau Beta Pi, and Phi Kappa Phi. Among his past honors, he received the Naval Research Laboratory's Alan Berman Award in 1990.

CONFERENCE CHAIR



DR. MARY B. RAUM

Dr. Raum is Chair of the Women, Peace and Security Conference, and is Professor of National Security Affairs at the United States Naval War College. She served as Course Director from 2006-2008 during the bifurcation of the decision making and implementation curricula into Leadership Concepts and Senior Leadership Seminar. Dr. Raum created the first history of women in war and combat elective in the war college system and has extensively studied the history of female prisoners of war. She is currently working on a book, *From Eight Hours to Four Years* which will trace the history of female prisoners from the Civil War through the Vietnam era. Prior to joining the

War College, she held the position of Vice President, Matrix Consulting; served in staff and advisory capacities in the field of science and technology policy for federal and state level institutions and was a staff member of Johns Hopkins University, Applied Physics Laboratory. Dr. Raum has held numerous adjunct faculty positions in the fields of leadership, economics, science and society and organizational behavior with the University of Maryland, Central Washington University, Chapman University and Seattle Pacific University. She has authored over 200 working and white papers. Professor Raum's research interests include movement pattern analysis and the behavioral theoretic of leadership. She studied Science Policy and Cybernetics as a PhD student at George Washington University and completed a dual PhD at the University of Washington in Engineering and Public Affairs (Summa Cum Laude); earned her MAS (Magna Cum Laude) in Public Administration with Johns Hopkins University and BS (Cum Laude) in Technology and Management from the University of Maryland.

KEYNOTE SPEAKERS

(in order of appearance)

ADMIRAL MICHELLE J. HOWARD, U.S. NAVY

Admiral Howard is a 1978 graduate of Gateway High School in Aurora, Colorado. She graduated from the United States Naval Academy in 1982 and from the Army's Command and General Staff College in 1998, with a Masters in Military Arts and Sciences.

Howard's initial sea tours were aboard USS Hunley (AS 31) and USS Lexington (AVT 16). While serving on board Lexington, she received the secretary of the Navy/Navy League Captain Winifred Collins award in May 1987. This award is given to one woman officer a year for outstanding leadership. She reported to USS Mount Hood (AE 29) as chief engineer in 1990 and served in Operations Desert Shield and Desert Storm. She assumed duties as first lieutenant on board the USS Flint (AE 32) in July 1992. In January 1996, she became the executive officer of USS Tortuga (LSD 46) and deployed to the Adriatic in support of Operation Joint Endeavor, a peacekeeping effort in the former Republic of Yugoslavia. Sixty days after returning from the Mediterranean deployment, Tortuga departed on a West African training cruise, where the ship's Sailors, with embarked Marines and U.S. Coast Guard detachment, operated with the naval services of seven African nations.

She took command of USS Rushmore (LSD 47) on March 12, 1999, becoming the first African American woman to command a ship in the U.S. Navy. Howard was the commander of Amphibious Squadron Seven from May 2004 to September 2005. Deploying with Expeditionary Strike Group (ESG) 5, operations included tsunami relief efforts in Indonesia and maritime security operations in the North Arabian Gulf. She commanded Expeditionary Strike Group Two from April 2009 to July 2010. In 2009, she deployed to CENTCOM theater, where she commanded Task Force 151, Multi-national Counter-piracy effort, and Task Force 51, Expeditionary Forces. In 2010, she was the Maritime Task Force commander for BALTOPS, under 6th Fleet.

Her shore assignments include: J-3, Global Operations, Readiness and executive assistant to the Joint Staff director of Operations; deputy director N3 on the OPNAV staff; deputy director, Expeditionary Warfare Division, OPNAV staff; senior military assistant to the secretary of the Navy; Chief of Staff to the director for Strategic Plans and Policy, J-5, Joint Staff, deputy commander, US Fleet Forces Command, and Deputy Chief of Naval Operations for Operations, Plans & Strategy (N3/N5). She currently serves as the 38th Vice Chief of Naval Operations.

AMBASSADOR (RET.) JULIETTE MCLENNAN

Juliette Clagett McLennan, known as Judy, is retired from the U.S. Government where she served as the U.S. Ambassador to the United Nations Commission on the Status of Women under President George H.W. Bush. Under President Ronald Reagan, Judy was The Manager of Blair House, The President's Guest House. She currently is a member of the Board of Directors of the Seamen's Church Institute, a Regional Director of the Naval War College and she is a member of the U.S. Sailing Committee for Sailors with Special Needs. Judy is the founder and serves currently as the President and Chair of the C. Thomas Clagett Jr. Memorial Clinic/Regatta for sailors with disabilities. She also is a member of the Juror's Committee at the New York Yacht Club and serves a Jury Secretary for numerous sailing regattas.

Judy has been involved with Republican politics and has served at the National, State and Local levels in a variety of positions from 1975-2004 including Presidential Campaigns for Presidents Ford, Reagan, G.H.W. Bush and G.W. Bush.

Throughout her life Judy has been very active on numerous International, National and Local charitable and civic Boards of Directors.

Judy is an Associate Member of the Canadian Ski Instructors Alliance and was once co-owner of a ski school in Canada. She is also an Associate Life Member of The Fraternal Order of Police. .

Judy currently resides in Portsmouth, Rhode Island with her two yellow Labradors. She has two grown children and one grandchild.

PANEL 1: DEPARTMENT OF DEFENSE TOPICS AND UPDATES

SARA KAPELL

Ms. Kapell is a Foreign Affairs Specialist for Stability & Humanitarian Affairs in the Office of the Under Secretary of Defense for Policy. In this capacity, she provides strategic direction on issues including the U.S. National Action Plan on Women, Peace, and Security, the U.S. Strategy to Prevent and Respond to Gender-Based Violence Globally, and the Convention for the Protection of Cultural Property in the Event of Armed Conflict. Previously, Sara served as an Associate Deputy General Counsel for the Department of Defense (Office of the General Counsel), representing the Department as part of an interagency trial team in federal litigation. Prior to working for the Department of Defense, Sara served as a law clerk at Miller, Miller & Canby, where she focused on commercial litigation. Sara graduated from Washington University in St. Louis (cum laude) in 2003 and Catholic University's Columbus School of Law in 2008. She is licensed to practice law in the state of Maryland.

LYNN C. SIMPSON

Ms. Simpson is Director, Total Fleet Force Manpower & Personnel (N1) Commander, and US Pacific Fleet. The U.S. Pacific Fleet protects and defends the maritime interests of the United States in the Indo-Asia and Pacific region and is leading America's rebalance to the Pacific. Ms. Simpson was appointed to the Director, Total Fleet Force Manpower & Personnel in June 2014. In this role, Ms. Simpson serves as the principal advisor to the Commander, U.S. Pacific Fleet (COMPACFLT), and the Deputy Commander and Chief of Staff on all matters relating to the over 140,000 personnel (active duty, reserve, civilian, and contractor) employed throughout the U.S. Navy's Pacific Fleet of responsibility. Total Force Management responsibilities include strategic workforce planning and management, program management and execution, policy development, human resources management operations, and integration of all functional areas of the Directorate. As Director, Ms. Simpson establishes COMPACFLT's Total Force Management policies, determines requirements, allocates resources and aligns them to COMPACFLT mission. She represents the Total Force Management Directorate in planning, implementation, and management of major programmatic and organization initiatives internal and external to COMPACFLT. Ms. Simpson serves as Program Manager for a personnel budget of approximately \$8.8B annually and leads a team of over 40 personnel (active duty, reserve, and civilians) with support from manpower and personnel staffs at the Type Commands, Numbered Fleets, and Direct Reporters. Ms. Simpson also serves as the Navy's representative to the Commander, U.S. Pacific Command's Joint Labor Policy Council for foreign national compensation and employment policies. Ms. Lynn Simpson became a career member of the Senior Executive Service in August 2008. In April 2010, she was assigned to perform the duties of the Principal Deputy Under Secretary of Defense for Personnel and Readiness (P&R) where she served as the deputy senior policy advisor to the Secretary of Defense on recruitment, career development, pay and benefits for 1.4 million active duty military personnel, 1.3 million guard and reserve personnel and 680,000 DoD civilians and supported the Under Secretary in his role of overseeing the overall state of military readiness. Ms. Simpson was appointed P&R Chief of Staff in 2011 and managed enterprise-wide shared services to effectively implement P&R initiatives. Ms. Simpson completed an assignment at the National Defense University in March 2014 where she served as Senior Advisor and OSD executive to the University President. She also served as faculty in strategic leadership electives. Ms. Simpson came to Federal service in 1985 and prior to returning to the Department of Defense in 2007, she served as an Executive to the Secretary of the Department of Health and Human Services. Ms. Simpson is an accomplished public service professional with extensive leadership and change transformation expertise in two Executive Departments and the Legislative Branch. She is known for her understanding of administration and management issues in the context of the organization's strategic mission, which ultimately delivers services to citizens, stakeholders, and internal government customers. Ms. Simpson earned a Master of Public Administration degree from the American University in the Key Executive Program in Washington, D.C. and a Bachelor of Science degree in Education from the University of Wisconsin, LaCrosse, Wisconsin. She is a member of the Pi Alpha Alpha National Honor

Society Public Administration, the American Society for Public Administration and the Senior Executive Association. Her awards include the Defense Meritorious Civilian Service Award, Chairman of the Joint Chiefs of Staff Joint Distinguished Civilian Service Award, Secretary of HHS Exceptional Civilian Service Award, Secretary of Defense Exceptional Civilian Service Award, Secretary's Award for Distinguished Service, the 2013 Causey Award for Excellence, and Employee of the Year.

ANDREA CRUNKHORN

COL Crunkhorn is a U.S. Army physical therapist currently serving as the Deputy Corps Chief, Army Medical Specialist Corps, with daily operational and future operations planning for 1500+ Army occupational and physical therapists, dietitians and physician assistants. She was recently Chief, Rehabilitation and Reintegration Division, with oversight over Army concussion, chronic pain, musculoskeletal, amputee, complex battle and regenerative medicine programs. Key previous assignments include Command Surgeon, NATO Training Mission/Combined Security Transition Command Afghanistan, two commands, and Command Surgeon, U.S. Army Japan. COL Crunkhorn has moderated professional development seminars and lectured at the national and international levels on medical stability operations, medical advising, health systems development and musculoskeletal health. COL Crunkhorn's awards include the Bronze Star Medal and the Legion of Merit (one oak leaf cluster). She has been inducted into the Order of Military Medical Merit and received the U.S. Army Medical Department Medical Service Corps 9A proficiency designator.

JENNIFER WALKER

COL Walker is a U.S. Army family physician currently serving as Chief of Clinical Operations in the Office of the Command Surgeon at Headquarters, U.S. Pacific Command (PACOM). In this role, COL Walker serves as the senior clinician advising the PACOM Surgeon on all aspects of health care for military and humanitarian engagements throughout the Asia-Pacific region. She voluntarily participates as a PACOM representative in the DoD's Women Peace and Security Synchronization Working Group. COL Walker has served in leadership roles both in garrison and deployed, and she has lectured extensively on medical and operational topics at regional, national, and international military and civilian conferences. She has conducted and published original medical research, has authored or co-authored numerable scientific journal articles and book chapters, and has served as chair of several professional development and continuing education seminars. COL Walker's awards include the Bronze Star Medal (one oak leaf cluster) and the Meritorious Service Medal (five oak leaf clusters). She has been inducted into the Order of Military Medical Merit and has received the Uniformed Services Academy of Family Physicians President's Award. She is a Fellow, American Academy of Family Physicians.

ROGER H. DUCEY

Professor Roger H. Ducey joined the NSA faculty in 2002 teaching the Policy Analysis courses and serving as the senior Air Force advisor to the Naval War College. He retired after almost 30 years of service at the end of 2006. Since then he has taught the Leadership Concepts courses. Just prior to coming to the Naval War College, he commanded the 319th Air Expeditionary Group (Provisional) deployed to Shaikh Isa Air Base, Bahrain in support of Operation ENDURING FREEDOM from October 2001 to March 2002 and served as the 319th Support Group Commander at Grand Forks Air Force Base, North Dakota. He began his military career as a missile launch officer, attended undergraduate pilot training, and flew KC-135A, R, R/T, and EC-135 aircraft. He served as operations officer and commander of the 99th Air Refueling Squadron, deputy commander, 19th Operations Group, and commanded squadron deployments in support of Operations RESTORE HOPE, RESTORE DEMOCRACY, DELIBERATE FORCE, and DENY FLIGHT. He served in various staff positions at Headquarters, Strategic Air Command and served as Deputy Chief, Aircrew Operations and Training Division, Headquarters, Air Mobility Command. He holds a Bachelors of Business Administration Degree in International Finance from the University of Miami and Master's Degrees in Aviation Management from Embry-Riddle Aeronautical University and in National Security and Strategic Studies from the U.S. Naval War College.

PANEL 2: MEDIA AND COMMUNICATIONS

MAEGHIN ALARID

Ms. Alarid is a policy analyst at the United States Air Force Institute for National Security Studies at the U.S. Air Force Academy in Colorado Springs, Colorado. She previously held positions at U.S. Northern Command USNORTHCOM at Peterson, Air Force Base in the area of Joint Training and Education as the Joint Training Systems Specialist, and spent seven years at the Defense Threat Reduction Agency where she was an instructor and exercise planner at the Defense Nuclear Weapons School at Kirtland, Air Force Base. Ms. Alarid has a BA in Ethnology and Portuguese from the University of New Mexico, an MA in International Security and Homeland Defense from the University of Denver, and a graduate certificate in Terrorism Analysis from the University of Maryland.

SUZANNA BRUGLER

Commander Brugler is a U.S. Naval Academy graduate who served over 12 years on active duty as a surface warfare officer and public affairs officer. She now serves the public affairs community as a Navy reserve officer and Department of Navy civilian. She resides in Washington, D.C.

JAMIE DOBIE

Ms. Dobie is Program Director at Peace is Loud, a non-profit organization that uses media and live events to amplify the voices of women peace builders, internationally. She believes in the power of visual storytelling to inspire reflection, dialogue and change in the lives of audiences. Jamie oversees outreach and audience engagement campaigns for the organization's media projects, including the global screenings series for *Women, War & Peace* and the campaign around the upcoming *Trials of Spring* multimedia initiative. Prior to joining Peace is Loud, Jamie was community engagement and education manager for the PBS documentary series POV, where she managed social issue campaigns for over 40 documentary films and created accompanying educational content. She is a graduate of Northwestern University's Radio/Television/Film program and sits on the grants advisory board of the New York Women's Foundation.

SEAN C. SULLIVAN

Sean C. Sullivan is an Associate Professor of National Security Affairs at the United States Naval War College in Newport, Rhode Island. He is assigned to the National Security Decision Making Department teaching the Policy Making and Process course. He is a subject matter expert on defense planning and the Department of Defense Formal Resource Allocation processes. He is published in Defense News as a contributor on U.S. defense planning processes and transformational planning innovations. Professor Sullivan coordinates all curriculum development on Defense Resource Allocation and is the author of numerous related articles, readings, and case studies on formal defense planning processes.

A retired naval officer, Sean Sullivan served in the United States Navy for twenty-three years. He served at sea for over fifteen years in various surface combatants, amphibious ships, and afloat staffs. He deployed five times to the Western Pacific and Arabian Gulf and once to the South Eastern Pacific Ocean.

Sean Sullivan attended the Naval War College, graduating in March 1999 with a Master of Arts Degree in Strategic Studies and National Security Strategy.

In 2009, Professor Sullivan was selected for the Department of the Navy Scholar in Residence Program and served in the Office of the Assistant Secretary of the Navy (Financial Management and Comptroller). During this residency, he conducted research on defense planning and capabilities-based planning as well as, worked in the Deputy Secretary of the Navy's Policy Directorate on a variety of issues relating to the 2010 Quadrennial Defense Review, Program Objective Memorandum FY10, and Program Review FY09.

PANEL 3: SECURITY AND PROTECTION STUDIES

BROOKE A. MCNIERNEY

Dr. McNierney has over ten years of working and teaching in the Intelligence Community. She has completed four deployments in Afghanistan in support of Operation Enduring Freedom, and has led international defense contracts. Dr. McNierney holds a BA in Intelligence Studies from the Mercyhurst College Institute of Intelligence Studies, an MS in the Administration of Justice from Salve Regina University, and a Doctorate in Law and Policy from Northeastern University. Dr. McNierney currently lives in New Jersey and works in the Global Security Group of Merck Pharmaceuticals.

DANA PERKINS

Major Perkins serves in the capacity of Science and Civil Affairs Officer for chemical, biological, radiological and nuclear warfare (CBRN) with the 20th Chemical, Biological, Radiological, Nuclear and high-yield Explosives (CBRNE) Command, G33 Current Operations, 20th Support Command, United States Army Reserve (USAR) Detachment 2. She currently works in the science advisory of the Office of the Assistant Secretary for Preparedness and Response at the U.S. Department of Health and Human Services (HHS).

HELEN TUNG

Ms. Tung is a qualified United Kingdom (UK) barrister undertaking civil and commercial work. She has a specific interest in maritime security, international law and European Union (EU) - Asia Pacific relations. Helen is an active member of the UK Bar Council and bilateral EU-Asian law organizations. She is the Legal Adviser for China in Comparative Perspective Network Global and Consultant for the Technical Committee of the International Maritime Organization. She has interests in aviation, maritime security and international law and is currently researching on maritime security issues at the University of Greenwich. She is Secretary of the British Korean Law Association (BKLA) and UK Society of Chinese Lawyers; Committee member of the British Japan Law Association; Committee member of the International, European and Law Reform committee of the UK Bar Council.

RICHARD J. NORTON

Professor Norton is a Professor of National Security Affairs at the Naval War College. He holds a doctorate in International Relations from the Fletcher School of Law & Diplomacy; and retired from the United States Navy in 1996, with the rank of Commander. While on active duty, he served extensively at sea on cruisers and destroyers. He also served on Capitol Hill as a Senate Liaison Officer with the Navy's Office of Legislative Affairs and with several political-military assignments on senior staffs. His military professional experience is focused in surface naval operations and national security policy. He has published extensively on failed states, humanitarian early warning, African regional military affairs and related peacekeeping, humanitarian and refugee operations as well as numerous case studies concerning emerging security and leadership issues. Three national security volumes he has edited have been published by the Naval War College Press. Professor Norton has been also appeared as a guest on several programs on U.S. and Canadian public radio. He also teaches courses on military history. His most recent areas of research include the topic of feral cities - selected by the New York Times as one of the "ideas of 2004," policy dilemmas associated with the US-Venezuelan relationship, maritime piracy and assisting the Ethiopian National Defense Forces in developing curriculum for the Ethiopian Defense Command and Staff College. His most recent publications include: "Through a Mirror Darkly: The Use of Alternate History for Decision-Makers," (Naval War College) and "Feral Cities 2009" United States Marine Corps Journal. nortonr@nwc.navy.mil.

PANEL 4: SOFT POWER

SHEILA M.Q. SCANLON

Colonel (ret.) Scanlon was on continuous active duty for 32 years from 1979-2011. She was a 0180/Adjutant with command billets from company to regimental level, as well as assigned to three joint tours. She has one combat tour in Afghanistan as a Senior Advisor to the Deputy Minister of Interior for Administration and Support and served as the Gender Advisor for both the Ministry of Interior of Afghanistan and the Commander NATO Training Mission–Afghanistan/Combined Security Transition Command – Afghanistan, where she was awarded the Bronze Star and Combat Action Ribbon. Colonel Scanlon returned to the U.S. at the end of May 2014, after working as a DoD civilian (GS-15), in Afghanistan, from July 2012 to May 2014 as the Senior Advisor to the Ministry of Defense of Afghanistan for Gender Integration and was a Senior Civilian Advisor to the Minister of Defense of Afghanistan as a member of the Ministry of Defense Advisory Team from September 2012 to July 2013. Colonel Scanlon is a graduate of the University of Notre Dame with a BA in Political Science and National War College, National Defense University with a MA in National Strategic Studies and Regional Studies in the Middle East.

SAHANA DHARMAPURI

Ms. Dharmapuri is an independent gender advisor with fifteen years of experience providing policy advice and training on gender, peace, and security issues to the United States Agency for International Development (USAID), NATO, The Swedish Armed Forces, the United States Institute for Peace, International Peace Institute, development consulting firms, and a number of NGOs. She has lectured and led trainings on gender and security issues at a wide variety of institutions including, The Swedish Armed Forces International Training Center for work in Peace Support Operations in Stockholm, USAID Missions, Harvard University, Tufts University, the United States Institute for Peace, the State Department's Foreign Service Institute, and at three of the major U.S. combat and command centers. Her field experience includes Liberia, Sierra Leone, Rwanda, Jordan, Israel and the West Bank, India, Uzbekistan, Turkey, Thailand, Cambodia, and Vietnam. She received a Master's Degree in Middle East Studies and a Master's Degree in Public Policy from the University of Chicago in 1997, and her BA from The University of Chicago in Anthropology in 1992. She has published book chapters, articles, and monographs on women, peace and security issues. Her writing has appeared in the *Christian Science Monitor*, *Human Rights Quarterly*, and *The Global Responsibility to Protect Journal*, *The Global Observatory*, and *Parameters*, the senior professional journal of the U.S. Army.

ELIZABETH O. LAPE

Ms. Lape currently serves as a GS-14 in the Deputy of the Individual Training and Learning Branch for the Joint Staff J7/Joint Training/Deployable Training Division. Ms. Lape completed a 23 year career in the United States Navy after serving in a wide variety of shore management and joint billets retiring as a Joint Specialty Officer. Raised in Indiana, she graduated from the Purdue University Naval Reserve Officer Training Corps program where she earned her Bachelor's Degree in Organizational Supervision and Management. Leadership tours included Assistant Officer in Charge of the Personnel Support Detachment, Naval Station Norfolk; Officer in Charge of the Communications Security Systems Section Material Issuing Office; and as the Executive Officer for the Navy Recruiting District Ohio. After graduating from Old Dominion University with a Master's Degree in Education Administration, she served as the Curriculum and Instructional Standards Officer at Naval Guided Missiles School; the Programs Officer at the Naval Postgraduate School; the Manpower Exercise Planner/Chief Staff Officer for the Joint Warfighting Center; and as an Assistant Professor/Military Faculty at the Joint Forces Staff College. Upon retiring from the U. S. Navy in 2007, Ms. Lape worked for a defense contractor specializing in training. She was the Program manager for a Joint Professional Military Education II curriculum in Saudi Arabia, was involved in the development and instruction of the Joint Force Headquarters course for the U.S. National Guard, and the development and instruction of the U.S. Africa Command

(USAFRICOM) Staff Training Course. She served as a part-time Assistant Professor for the Air Command & Staff College's online Master's program in Joint Forces and Joint Planning. Ms. Lape's current responsibilities include the Joint certification of in residence and online courses, the Joint Staff Officer Fundamental's Program and assists with the Blended Learning Training Program. She is a member of the Women, Peace and Security working group as well as a faculty member in the Education Development Working Group of the Partnership for Peace Consortium of Defense Academies Studies. She is a Doctoral Candidate in Higher Education Administration with Old Dominion University.

LAUREN MACKENZIE

Dr. Mackenzie joined the Bloomsburg University Communication Studies faculty in the fall of 2014 and teaches courses devoted to Intercultural Communication and Conflict Management courses. Previously, Dr. Mackenzie served as Associate Professor of Cross-Cultural Communication at the U. S. Air Force Culture and Language Center. She received her M.A. and Ph.D. in Communication from the University of Massachusetts and has taught intercultural competence courses throughout the Department of Defense. Previously, she taught a variety of intercultural and interpersonal communication courses at the University of Massachusetts, the State University of New York, and Columbus State University. Dr. Mackenzie's research centers on the verbal, paralinguistic and nonverbal components that comprise the communication of respect across cultures. She has recently published in the journals *EDUCAUSE* and *Cross-Cultural Communication* as well as in the book *Cross-Cultural Competence for a 21st Century Military*.

HAYAT ALVI

Professor Alvi is an Associate Professor, National Security Affairs at the United States Naval War College and Regional Studies Group Scholar for the Greater Middle East. She teaches the Theater Security and National Security Decision-Making courses entitled Security Strategies and Policy Analysis. She has served as the Director of International Studies at Arcadia University in Glenside, PA. Dr. Alvi also taught Political Science at the American University in Cairo, Egypt (2001-2005), and she has been a Fulbright Fellow in Damascus, Syria (1993-1994). Her publications include numerous journal articles. Her books are *Regional Integration in the Middle East: An Analysis of Inter-Arab Cooperation* (Lewiston, NY: Edwin Mellen Press, 2007); *An Introduction to International Studies: Exploring Frontiers* (Deer Park, NY: Linus Publications, 2006); and *The Arabian Nights Reader* (Deer Park, NY: Linus Publications, 2006). She is currently working on her next book, *Nonviolent Activism in Islam: The Message of Abul Kalam Azad* (Edwin Mellen Press).

PANEL 5: INTERNATIONAL CASE STUDIES

BARBARA ELIAS

Dr. Elias is Assistant Professor of Government at Bowdoin College, Maine where she teaches International Security and Islam and Politics. She holds a BA from Brown University and an MA and PhD from the University of Pennsylvania, Philadelphia. Dr. Elias' publications include "Making Maliki and Karzai: How Washington Produced Unhelpful Allies in the Middle East," *Georgetown Journal of International Affairs*, June 27, 2014 "America's Missing Leverage in Afghanistan and Pakistan: a Structural Analysis," *Third World Quarterly*, Vol. 34, No. 8, September 20, 2013, pp. 1392-1408. *Foreign Affairs* - The Council on Foreign Relations, foreignaffairs.com: "The Pakistani Taliban's Coming Divide," February 2, 2012. "Know Thine Enemy - Why the Taliban Cannot Be Flipped" November 2, 2009.

JESSICA WILLIS

Ms. Willis is a veteran of the U.S. Army and served as a Human Intelligence Collector and Persian-Farsi linguist. She holds a Masters of Law and Diplomacy from the Fletcher School of Law and Diplomacy, Tufts University, and is currently pursuing a second Masters of Legal Studies from the Rogers School of Law at the University of Arizona. Her research focuses on transitional justice and identity construction in post-transitional states.

MICHELLE A. HUGHES

Michelle Hughes is a lawyer, educator, writer, and consultant. Her work focuses principally on building capacity for multi-national, interagency, civil-military and public-private cooperation to build and strengthen the rule of law, resolve violent conflict, and enable sustainable peace. She is the Founder, President, and Chief Executive Officer of VALRAC Innovation, LLC, a company dedicated to preparing the next generation to restore and strengthen the rule of law at home and abroad; a Senior Fellow with the National Defense University Joint Forces Staff College; the Senior PROLAW Development Advisor for Loyola University Chicago School of Law; and a Fellow with the Center for Advanced Defense Studies. Ms. Hughes was formerly a Senior Executive in the U.S. Department of Defense, where she was the only designated "Highly Qualified Expert" for Rule of Law and Security Sector Reform (SSR). She has field experience in 12 conflict countries, and deployed multiple times to Afghanistan where her role was to advise Senior Military Commanders on how to connect security force development to governance and justice. Originally from Buffalo, New York, Ms. Hughes graduated from the University of Florida in 1979 where she obtained a BA in English and was commissioned as a 2nd Lieutenant in the United States Army. As a Military Intelligence Officer, Ms. Hughes was one of the first women to serve in the elite 82nd Airborne Division, and the only woman officer ever assigned to the Army's Parachute Demonstration Team, "The Golden Knights." Ms. Hughes graduated at the top of her class from Regent University School of Law in 1996, and practiced complex civil litigation, prosecution, and criminal defense with Williams Mullen. She is admitted to the Bar in Virginia and the District of Columbia. Ms. Hughes is the co-author (with Michael Miklaucic) of *"Impunity: Confronting Illicit Power in War and Transition,"* scheduled for release in summer 2015 by National Defense University Press.

JUDY T. MALANA

Commander Malana is an active duty Navy Chaplain who has served in ashore, afloat, and forward deployed units with the Navy, Marines, and Coast Guard for the past 18 years. She is currently assigned at the Pentagon as the Deputy Director of Chaplain Corps Force Structure for Manpower, Personnel, Training and Education. An ordained minister with the General Council of the Assemblies of God, she is an alumna of the U.S. Naval War College, Marine Corps University, the National Graduate School, Bethel

Theological Seminary, and the University of California, Los Angeles. She is currently a PhD candidate at Salve Regina University, where her area of research is counterinsurgency and the Vietnam War. Commander Malana is also a 2015-2016 Fellow with the Center for Women, Faith and Leadership at the Institute for Global Engagement. She is married to Lieutenant Colonel Mark Clester, USMC (retired) and together they have four children: Jonah, Joshua, Jeremiah and Jordan Asia.

PANEL 6: COMBATANT COMMANDS – AFRICOM AND PACOM

LIZA E. A. BRIGGS

Dr. Briggs is a social scientist (North/West Africa) at United States Africa Command's (USAFRICOM) Social Science Research Branch (SSRB) based in Stuttgart, Germany. She has compiled twenty years of research, training, and field experiences on the African continent. Dr. Briggs lived and worked in Gabon, Central Africa and has had substantive on-the-ground work experience in over twenty African countries. She has extensive methods training in applied anthropology. Her current research focuses on the application of post development theory in military settings, security engagement in Africa, and Women in African Militaries. Prior to joining the SSRB, Dr. Briggs managed and conducted media and communication field research in Africa as a senior research manager with the consulting firm ICF Macro, Calverton, Maryland office. As the academic operations coordinator at the Africa Center for Strategic Studies (ACSS) based at the National Defense University (NDU) in Washington, D.C., Dr. Briggs managed planning and assessment for strategic engagements between U.S. and African militaries. Dr. Briggs holds a Bachelor of Science degree in Psychology from James Madison University, a Master of Arts degree in Education from Virginia Polytechnic Institute and State University and a Doctor of Philosophy in International Education Policy Studies from the University of Maryland, College Park. She is a native English speaker and is proficient in French.

CHRISTOPHER LAMONICA

Dr. LaMonica is Associate Professor of Government at the United States Coast Guard Academy where he specializes in African politics. He is the co-editor, with J. Shola Omotola, of *Horror in Paradise: Frameworks for Understanding the Crises of the Niger Delta of Nigeria*, (Durham, NC: Carolina Academic Press, 2014) and a Naval War College Center for Irregular War & Armed Groups (CIWAG) case study entitled "Analysis of a Decision: How and Why the US Coast Guard Has Been Tasked with the Establishment of a New Liberian Coast Guard" (in press, 2014). Dr. LaMonica is currently contracted by CQ Press to publish a textbook entitled *African Politics: Frameworks for Analysis*.

JODY M. PRESCOTT

Colonel Prescott (ret.) is an adjunct professor, Department of Political Science, University of Vermont (UVM), and a Senior Fellow, West Point Center for the Rule of Law. Colonel (Ret.) Prescott served in the U.S. Army Judge Advocate General Corps for 25 years in various positions, including appellate attorney, senior defense counsel, operational claims commissioner, general counsel for U.S. Army Alaska, Chief Legal Advisor for the International Security Assistance Force in Kabul, Afghanistan, and assistant professor at the U.S. Army Command & General Staff College and West Point. He teaches environmental law, environmental politics, and cyber policy & conflict at UVM, and works full time at U.S. Immigration & Customs Enforcement as an associate legal advisor. Prescott's recent writings include *Ordinary Soldiers: A Study in Law, Ethics and Leadership*, U.S. Holocaust Memorial Museum (2014); *Climate Change, Gender and Rethinking Military Operations*, Vermont Journal of Environmental Law (2014); *Building the Ethical Cyber Commander and the Law of Armed Conflict*, Rutgers Computer & Technology Law Journal (2014); and *NATO Gender Mainstreaming and the Feminist Critique of the Law of Armed Conflict*, Georgetown Journal on Gender and the Law (2013).

KATHERINE GRAEF

Colonel (COL) Katherine Graef, U.S. Army, joined the Joint Military Operations Department in July 2012 following command of the 13th Combat Sustainment Support Battalion, a multi-functional logistics battalion located at Joint Base Lewis-McChord, Washington, comprised of seven numbered companies responsible for providing all echelon-above-brigade logistics in the Pacific Northwest.

COL Graef is a distinguished military graduate of the University of Texas at Austin where she earned a BA in Classical Archaeology and was commissioned in the Ordnance Corps in 1991. She has served in a

variety of troop leading and staff assignments at the tactical and operational levels in Germany, Saudi Arabia, Qatar, and the United States, including deployments to Iraq in 2005 - 2006 with the 4th Infantry Division and 2008 with US Strategic Command.

COL Graef's joint experience includes service as the J4 and Sustainment Chief of the Joint Elimination Coordination Element, a joint staff element assigned to USSTRATCOM's Center for Combating WMD, responsible for planning and coordinating joint and interagency efforts to eliminate Weapons of Mass Destruction.

COL Graef's civilian education includes a Master's of Science in Logistics Management from the Florida Institute of Technology and she has been designated a Demonstrated Master Logistician by the International Society of Logistics. Her joint education includes the Joint and Multinational Logistics Courses and the Joint and Combined Warfighting School, Norfolk, VA.

PANEL 7: COMBATANT COMMANDS – NORTHCOM AND SOUTHCOM

SARAH RUSS

Colonel (select) Russ is an Air Force reservist assigned to the U. S. Pacific Command as a Future Plans Director in J5 Strategic Planning and Policy Directorate. She concurrently works at the North American Aerospace Defense Command and U.S. Northern Command as a Mexico Desk Officer. Prior to the current assignment, she was an Assistant Professor of mathematics and Adjunct Instructor of Spanish at the United States Air Force Academy. She worked as Chief of Latin America Political Military officers at Headquarters Air Forces Southern (AFSOUTH) where she mentored many Central and South American partner nation air force pioneer female aviators and briefed senior leadership on integration. Lt Col Russ was a Lockheed Martin EC-130 Instructor Navigator on active duty.

ROBERT EGNELL

Dr. Egnell (PhD London) is a Visiting Professor and Director of Teaching in the Security Studies Program at Georgetown University, as well as a senior faculty advisor for the Georgetown Institute for Women, Peace and Security. He is currently on leave from a position as Associate Professor at the Swedish National Defence College. Dr Egnell is also a captain in the Swedish Army reserves with operational experience from the first Swedish battalion in Kosovo in 1999-2000. Dr Egnell's research and expertise is best summarized with “the conduct and effectiveness of peace and stability operations”. He has over the years has studied state-building and security sector reform, counterinsurgency in Iraq and Afghanistan, gender in military operations, women in combat, civil-military coordination for effectiveness in peace operations, as well as the connection between security and development. His publications include numerous articles in professional and academic peer review journals, as well as four books: *Gender, Military Effectiveness and Organizational Change: The Swedish Model* (Palgrave Macmillan 2014), *Counterinsurgency in Crisis: Britain and the Challenges of Modern Warfare* (Columbia University Press 2013), *New Agendas in Statebuilding: Hybridity, Contingency and History* (Routledge 2013) and, *Complex Peace Operations and Civil-Military Relations: Winning the Peace* (Routledge 2009).

DANIELLE VEIRA

Lieutenant Colonel Veira was born in Paramaribo, Suriname. She joined the Suriname defense-organization as a civilian in 2000 and was commissioned a First Lieutenant in 2001. She received her Master's in Law from the Anton de Kom University and her masters in International Development Policy from Duke University, North Carolina. She holds a graduate Certificate in international Peace and Conflict from the University of North Carolina Chapel Hill. For the past 10 years LTC Veira has held several positions at the ministry of Defense of Suriname. Her last position before selecting for strategic studies in the United States was Deputy Director of the Suriname Ministry of Defense, where she was responsible for Personnel and General Affairs. She currently resides in Arlington, Virginia where she is pursuing an MA in Strategic Security Studies at National Defense University.

CONNIE FRIZZELL

Captain Connie Frizzell is a Naval Information Warfare Officer currently serving as a Joint Military Professor at the Naval War College. She recently completed a one-year National Security Fellowship at Harvard's Kennedy School of Government, studying a broad array of public and global security issues with other practitioners in public policy such as politicians, journalists, diplomats and other educators. She served on the Joint Chiefs of Staff in the Policy and Strategy Directorate (J5) as the Chief for the Cyber Policy and Security Cooperation Divisions where she participated in the UN's Group of Government Experts for Information Technologies, the establishment of US Cyber Command, and building the Libyan operations coalition. Geographically rounded, she has served on the Fleet staffs for the Pacific, Atlantic, Europe, and Central Command Theaters. CAPT Frizzell is a graduate of the Naval War College and holds a bachelor's degree in oceanography from the United States Naval Academy and a master's degree in systems engineering from the Naval Postgraduate School.

HISTORY OF THE U.S. NAVAL WAR COLLEGE

Founded in Newport, Rhode Island on October 6, 1884, the U.S. Naval War College is the oldest war college in the world. Commodore Stephen B. Luce, the first president, organized the War College as a place to study the highest aspects of the military profession, defining it as “a place of original research on all questions relating to war and to statesmanship connected with war, or the prevention of war.” These foundations were built upon by Captain Alfred Thayer Mahan, second president of the College, who was selected by Luce to initiate the course in Naval History. Of all the men who were to influence the institution in its early years, none was to have a more profound impact. Mahan’s views deeply affected such leaders as Henry Cabot Lodge and Theodore Roosevelt and through them and others helped shape the United States’ destiny at the turn of the twentieth century. Mahan’s Naval War College lectures, published as *The Influence of Sea Power Upon History, 1660–1783* (1890), gained worldwide acclaim and first established the U.S. Naval War College as an internationally respected institution. Other early faculty members made pioneering contributions to areas of enduring interest for the College. Among them were Charles Stockton, who drafted the first international law code for naval warfare in 1898, and William McCarty Little, who developed the art of naval war gaming between 1886 and 1914.

Functioning continuously since 1884, the War College numbers among its graduates such distinguished naval officers as Admirals Sims, Spruance, King, Nimitz, and Halsey, in addition to many others who today are holding prominent positions, such as Admiral James “Sandy” Winnefeld (Vice Chairman of the Joint Chiefs of Staff), Admiral Paul Zukunft (Commandant of the U.S. Coast Guard), General Raymond Odierno (Chief of Staff of the Army), and General David M. Rodriguez (Commander, U.S. Africa Command).

From its initial single course of instruction, the U.S. Naval War College has evolved into four resident colleges with more than 500 students graduating annually. The student body consists of U.S. military officers from all branches of the armed forces, career civilians from a variety of government agencies, and international naval officers. The College of Naval Warfare (CNW) is the senior U.S. school, and its counterpart for senior international officers is the Naval Command College (NCC). The College of Naval Command and Staff (CNC&S) and the Naval Staff College (NSC) are for mid-grade U.S. officers and civilians, and international officers, respectively. Each of these colleges offers a course of study which is ten months long.

The curriculum is divided into trimesters which examine Strategy and Policy (the study of fundamental military strategy with emphasis on maritime applications, foreign policy, and their interrelationships), National Security Affairs (the study of the allocation of limited national resources to defense programs consistent with national goals), and Joint Military Operations (the study of the application of military forces to the national and maritime strategies in joint and combined operations).

Also part of the curriculum, the Electives Program offers approximately 105 separate courses which complement the core curriculum. Courses include subjects ranging from military theory, operations, tactics, and logistics to area studies and international relations, management, philosophy, and law. The objective of the electives program is to provide students with a variety of professionally relevant subjects in addition to those in the prescribed curriculum. The program also utilizes the talent of the faculty and staff by offering them the opportunity to teach independent courses in their fields of specialization, thereby diversifying and enriching the entire curriculum.



In addition to the four resident colleges, the Naval War College extends its academic program off-campus through the College of Distance Education in a series of correspondence and web-based courses and an off-campus Fleet Seminar Program. Annually, over 2000 students are enrolled in the College of Distance Education. Each year the War College also offers three, 12-day Reserve Officer Courses in National Security Affairs, Strategy and Policy, and Joint Military Operations to reserve officers selected by the Chief of Naval Reserve.

The Center for Naval Warfare Studies (CNWS) serves as a focal point, stimulus, and major source of naval strategic and campaign thought; links strategic concerns with technological developments; and integrates strategic campaign, and tactical warfighting concepts, and tests and evaluates these concepts through gaming methodologies. Over the last decade the CNWS has contributed to the development and articulation of the Cooperative Strategy for 21st Century Seapower and has been at the forefront of efforts to assess the nature of the changing national security environment. Studies, simulations, conferences and participation in national or international policy forums by members of CNWS have explored the whole spectrum of political-military issues ranging from the national security strategy interservice and interagency coordinated actions, multinational cooperation, oceans law and policy, and naval policies and strategies. The departments of the CNWS have responsibility for student and staff research and gaming and for policy and strategy analysis for the unified and service commands and agencies of the U.S. government.

The work begun more than one hundred years ago by Luce and Mahan continues today. As graduates well know, the curriculum is both demanding and rewarding. For the military professional, the unique education provided by the Naval War College is unrivaled. In recognition of the academic rigor and educational excellence of its program, the College has been accredited since 1991 by the New England Association of Schools and Colleges to award a Master of Arts degree in National Security and Strategic Studies.

THE NAVAL WAR COLLEGE FOUNDATION

For 45 years, the Naval War College Foundation has worked to enrich and further enhance Naval War College programs. The Foundation provides financial support to Board of Trustee-approved projects at the College for which public funds are not available. These projects range from enabling faculty research and curriculum development to providing nationally-recognized speakers for the College's evening lecture series and academic awards to recognize outstanding student achievement.

The Foundation is very proud to currently endow five academic chairs for the College. The Foundation also provides financial support for specific symposia and conferences including the Current Strategy Forum; Center on Irregular Warfare & Armed Groups; Center for Cyber Conflict Studies; China Maritime Studies Institute; Ethics; Women, Peace, and Security; and present and future worldwide international law conferences.

The Foundation is a non-profit 501(c)(3) organization. Funds are derived from individual and corporate membership contributions and grants received from individuals, other foundations and organizations.

REFERENCES

FOUR UNITED NATIONS PILLARS

- 1) **Participation** - increased participation of women at all levels of decision-making, including in national, regional, and international institutions; in mechanisms for the prevention, management and resolution of conflict; in peace negotiations; in peace operations, as soldiers, police, and civilians; and as Special Representatives of the U.N. Secretary-General.
- 2) **Protection** - protection of women and girls from sexual and gender-based violence, including in emergency and humanitarian situations, such as in refugee camps.
- 3) **Prevention** - improving intervention strategies in the prevention of violence against women, including by prosecuting those responsible for violations of international law; strengthening women's rights under national law; and supporting local women's peace initiatives and conflict resolution processes.
- 4) **Relief and Recovery** - advancement of relief and recovery measures to address international crises through a gendered lens, including by respecting the civilian and humanitarian nature of refugee camps, and taking into account the particular needs of women and girls in the design of refugee camps and settlements.



FIVE NATIONAL OBJECTIVES

- 1) **Participation in Peace Processes and Decision Making.** The United States Government will improve the prospects for inclusive, just and sustainable peace by promoting and strengthening women's rights and effective leadership and substantive participation in peace processes, conflict prevention, peace building, transitional processes, and decision making institutions in conflict affected environments.
- 2) **Protection from Violence.** The United States Government will strengthen its efforts to prevent and protect women and children from harm, exploitation, discrimination and abuse, including sexual and gender based violence and trafficking in persons and to hold perpetrators accountable in conflict affected environments.
- 3) **Conflict Prevention.** The United States Government will promote women's roles in conflict prevention, improve conflict early-warning and response systems through the integration of gender perspectives, and invest in women and girl's health, education and economic opportunity to create conditions for stable societies and lasting peace.
- 4) **Access to relief and recovery.** The United States Government will respond to the distinct needs of women and children in conflict affected disasters and crises, including by providing safe, equitable access to humanitarian assistance.
- 5) **National Integration and Institutionalization.** Through interagency coordination, policy development, enhanced professional training and education, and evaluation, the United States Government will institutionalize a gender-sensitive approach to its diplomatic, development and defense related work in conflict affected environments.

ELEVEN DEPARTMENT OF DEFENSE OUTCOMES

- 1) Establish and improve policy frameworks to support achievements in gender equality and women's empowerment through defense work.
- 2) Enhance staff capacity for applying a gender sensitive approach to defense in conflict-affected environments.
- 3) Establish mechanisms to promote accountability for implementation of gender-related policies in conflict affected environments.
- 4) Establish processes to evaluate and learn from activities undertaken in support of WPS initiatives.
- 5) Effectively engage women in peace negotiations, security initiatives, conflict prevention, peace-building and decision making during all phases of conflict prevention and resolution and transition.
- 6) Laws policies and practices in partner states promote and strengthen gender equality at national and local levels.
- 7) Decrease risks of sexual violence in crisis and conflict affected environments through the increased capacity of individuals, communities and protection actors to address the threats and vulnerability associated with gender based violence.
- 8) Develop and implement laws, policies and reconciliation, transitional justice and accountability mechanisms designed to combat exploitation, abuse, discrimination and violence against women and girls.

- 9) Improve interventions to prevent TIP and protect trafficking survivors in conflict and crisis affected areas.
- 10) Ensure conflict early warning and response systems include gender specific data and are responsive to gender based violence and women participate in early warning, preparedness and response initiatives.
- 11) Address the distinct needs of men and women in reintegration and early recover programs.

EIGHTEEN DEPARTMENT OF DEFENSE ACTIONS

- 1) Incorporate National Action Plan objectives into appropriate Department of Defense strategic guidance and planning documents.
- 2) Ensure all relevant U.S. personnel and contractors receive appropriate training on Women, Peace, and Security issues, including instruction on the value of inclusive participation in conflict prevention, peace processes, and security initiatives, international human rights law and international humanitarian law, protection of civilians, prevention of sexual and gender based violence (SGBV), prevention of sexual exploitation and abuse (SEA) and combating trafficking in persons (TIP).
- 3) Designate one or more officers, as appropriate, as responsible for coordination of implementation of the National Action Plan.
- 4) Develop and improve data collection mechanisms to track and report progress on women, peace and security objectives, assess lessons learned, and identify best practices from existing programs.
- 5) Assist partner governments in improving the recruitment and retention of women, including minorities and other historically marginalized women, into government ministries and the incorporation of women's perspectives into peace and security policy.
- 6) Provide common guidelines and training to assist partner nations to integrate women and their perspectives into their security.
- 7) Leverage the participation of female U.S. military personnel to encourage and model gender integration and reach out to female and male populations in partner nations.
- 8) Increase partner national women's participation in U.S. funded training programs for foreign policy, judicial, and military personnel, professional military education PME as well as exchange programs, conferences and seminars.
- 9) Assist partner nations and the capacity of their Defense Ministries to develop, implement, and enforce policies and military justice systems that promote and protect women's rights. Incorporate modules on protection, rights, and specific needs of women in conflict into training provided to partner militaries and security personnel.
- 10) Support education and awareness initiatives for United States Government and civilian contractors and aid workers on the prevention of sexual exploitation and abuse in crisis and conflict-affected environments.
- 11) Support the development of effective accountability and transitional justice mechanisms that address crimes committed against women and girls and reduce impunity.
- 12) Assist multilateral and international organizations in developing appropriate mechanisms for sexual assault prevention, response, and accountability, and combating sexual exploitation and abuse among their own personnel. Establish standard operating procedures for United States Government to follow up on cases of sexual exploitation and abuse by international personnel to ensure accountability.
- 13) Maintain a zero tolerance policy with regard to trafficking in persons for U.S. military and civilian personnel.
- 14) Assist multilateral and international organizations in developing appropriate mechanisms for sexual assault prevention, response, and accountability, and combating sexual exploitation and abuse among their own personnel. Establish standard operating procedures for United States Government to follow up on cases of sexual exploitation and abuse by international personnel to ensure accountability.
- 15) Coordinate implementation of the anti-trafficking-related items of the National Action Plan with the ongoing work of the U.S. Presidential Interagency Task Force to Monitor and Combat trafficking in persons and the Senior Policy Operating Group in trafficking in persons.
- 16) Integrate protocols and support opportunities to share best practices for gender analysis in conflict mapping and reporting, including for mass atrocity prevention and stabilization funding. Review conflict early warning systems and conflict assessment methodologies, including the Interagency Conflict Assessment Framework, to assess and strengthen the integration of gender in these tools.
- 17) Actively engage women in planning and implementing disaster and emergency preparedness and risk reduction activities, including regarding how police can better interact with women in their role as first responders.
- 18) Support demobilization, disarmament, and reintegration programs, including sustainable livelihood alternatives, which address the distinct needs of male and female ex-combatants and those associated with armed forces in other capacities.

INDEX OF BIOGRAPHIES

Alarid, Maeghin.....	13
Alvi, Hayat	16
Briggs, Liza E.A.....	19
Brugler, Suzanna.....	13
Crunkhorn, Andrea.....	12
Dharmapuri, Sahana	15
Dobie, Jamie.....	13
Ducey, Roger H.	12
Duncan, Lewis M.	7
Egnell, Robert.....	21
Elias, Barbara.....	17
Frizzell, Connie	21
Graef, Katherine	19
Howard, Michelle J.....	9
Howe, P. Gardner III	7
Hughes, Michelle A	17
Kapell, Sara.....	11
LaMonica, Christopher	19
Lape, Elizabeth O.....	15
Mackenzie, Lauren	16
Malana, Judy T	17
McLennan, Juliette.....	9
McNierney, Brooke A	14
Norton, Richard J.....	14
Perkins, Dana	14
Prescott, Jody M.....	19
Raum, Mary B.....	8
Russ, Sarah	21
Scanlon, Sheila M.Q	15
Simpson, Lynn C.	11
Sullivan, Sean C.	13
Tung, Helen	14
Veira, Danielle	21
Walker, Jennifer.....	12
Willis, Jessica.....	17



U.S. NAVAL WAR COLLEGE
— *Est. 1884* —
NEWPORT, RHODE ISLAND