

**United States Africa Command,
Africa Center for Strategic Studies
and
Business Transformation Agency**

AFRICOM ACADEMIC SYMPOSIUM



Program Highlights

**Leesburg, VA
9 to 11 June 2008**

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FOREWORD

Dear Participant,

Thank you for participating in US Africa Command's Academic Symposium. It was very successful due to the professionalism, open discussion, and candid advice put forth by you and the other attendees from the academic community.

This first symposium was an important opportunity to initiate a dialogue between US Africa Command and the academic community with the aim of learning from each other. I believe we have begun a process for interaction and possible collaboration so Africa Command can continue contributing to the pursuit of security and stability in Africa.

Again, many thanks for your contributions during the 3-day program.

Sincerely,

A handwritten signature in black ink, appearing to read 'William E. Ward', with a stylized flourish at the end.

WILLIAM E. WARD
General, U.S. Army

PROGRAM SCHEDULE

Monday 8 June

Welcome Remarks

Opening Ceremony, Program Overview, and Keynote Address

Session 1: Overview of US Security Policy in Africa: AFRICOM Mission and Objectives

Discussion Groups: Academia Questions/ Concerns for AFRICOM

Session 2: AFRICOM Responses to Academia

Tuesday 9 June

Session 3: AFRICOM-Is there a Role for Academia: Views from AFRICOM and Academia

Discussion Groups: Potential for AFRICOM-Academia Relations: Key Focus Areas, Mechanisms and Approaches

Discussion Groups: AFRICOM-Academia Relations Proposals for the Way Forward, Preparation of Brief-Backs

Wednesday 10 June

Discussion Groups: Review of Brief-Backs

Session 4: Considerations for the Way Forward – Brief-Backs from Discussion Groups

Closing Ceremony

EXECUTIVE SUMMARY

The US Africa Command (AFRICOM), in partnership with the Africa Center for Strategic Studies and the Department of Defense Business Transformation Agency (BTA), held the AFRICOM Academic Symposium from 9 to 11 June 2008, in Leesburg, VA. Additional support was provided by the Institute for Defense and Business. This symposium was designed to introduce AFRICOM and its mission and objectives to the broader academic community in the United States and to discuss the potential interface between AFRICOM and the academic community. The symposium closed with a series of recommendations outlining potential areas, roles, and mechanisms for short and long term engagement between AFRICOM and academia.

Staff members from AFRICOM, the Department of Defense, and the Department of State explained the mission and purpose of their respective organizations during the first two plenary sessions of the program.

AFRICOM was officially launched as a sub-unified command on October 2007 and is expected to achieve status as a unified command by October 2008. Over the past few months the Command has been working in coordination with other US government agencies to refine its mission, develop its structure and staff the Command.

Views from AFRICOM

During the Opening Ceremony and Keynote Address, three speakers discussed the rationale for AFRICOM's creation and its key elements including its history, mission and goals, and its approach to interagency coordination. They explained that the missions and responsibilities of combatant commands are detailed by the US Defense Department Unified Command Plan (UCP). The creation of a command focused entirely on Africa is new, in contrast to the pre-AFRICOM era when three commands – European Command, Central Command, and Pacific Command covered Africa.

While AFRICOM will be staffed by officials from other US Government agencies as well as civilians from the Department of Defense, the creation of AFRICOM does not change the sources of authority for US policy in Africa, nor does the Command dictate policy. Indeed, AFRICOM will inherit ongoing US programs implemented in Africa by three commands that currently administer these programs. AFRICOM will eventually generate new programs it deems necessary to effectively accomplish its mission on the continent.

In addressing the mission of AFRICOM, the speaker noted US expectations that AFRICOM would build a better security relationship between the United States and African nations, and that it would enhance economic growth, the rule of law, good governance, and security on the continent.

These goals are clearly outlined in AFRICOM's mission statement:

“United States Africa Command, in concert with other US Government agencies and international partners, conducts sustained security engagement through military-to-military programs, military-sponsored activities, and other military operations as directed to promote a stable and secure African environment in support of US foreign policy.”

The speaker emphasized that while AFRICOM's mission statement is largely similar to that of other regional commands, there were a few key differences. First, AFRICOM places an emphasis on interagency coordination (the mission statement reads that AFRICOM will work “in concert with” other agencies). Second, the AFRICOM mission statement stresses “sustained security engagement,” conveying AFRICOM's commitment not just to responding to crises, but to long-term partnerships that can prevent crises from emerging.

After hearing background information on the creation of AFRICOM, participants broke into five discussion groups and listed concerns academia may have about AFRICOM. Each group was to discuss and sum up their concerns into three questions which they would pose to a panel of speakers from AFRICOM later that afternoon in Plenary Session 2. The main concerns revolved around the process of consultation in the establishment of AFRICOM; the historical legacy of US involvement in Africa and its effects on AFRICOM; and the need for AFRICOM to balance human security with traditional security needs. Participants also raised questions about the effects of AFRICOM on other US government agencies and programs in Africa.

Views from Academia

The discussion then turned to views from academia and how it could build a constructive relationship with AFRICOM. Two speakers presented their views on the historical relationship between academia and the security sector, and explored the potential benefits as well as the challenges to collaboration while respecting matters of transparency and academic freedom and integrity.

The main concerns of academia addressed by the first speaker were divided into three categories: those of disciplinary and intellectual legitimacy and/or methodological rigor; those related to questions about the control of the state over institutions of force; and those related to tensions derived from identity and experiences of powerlessness. The speaker then moved on to a discussion of the anthropological background concerning this debate. References were made to specific occurrences in history where anthropologists worked with or were recruited by the military and how these have shaped current ethical standards.

The next speaker expressed the view that there is a role for academia with AFRICOM but added that there would be a few caveats. These include: whether academics in social sciences can overcome long-standing suspicions when it comes to DOD; whether a

suitable interface can exist between the “can-do” mentality of the military and the more critical and reflective approach of academics; and how the specialties of knowledge would be used by the military and AFRICOM to do no harm in African countries.

Many participants expressed reservations about working with AFRICOM including the fear that working with AFRICOM or any military establishment may have a deleterious effect on an academic’s fieldwork, and reservations stemming from the negative historical perception of the US military in Africa. Despite these reservations, the group as a whole saw potential for academic involvement in AFRICOM, provided academics could assist AFRICOM on an individual basis (as opposed, for instance, to requesting entire academic associations to endorse or work with AFRICOM) and maintain their own principles of engagement. Finally, the group agreed that a key factor for AFRICOM to understand was the diversity of views within academia.

Proposals for the Way Forward

At the end of the symposium, participants were asked to consider the following within each of their discussion groups: i) the value-added – to the academic community and AFRICOM – as well as ii) recommendations on the potential interface between these two communities, and iii) the way forward on how to continue the dialogue beyond this event. In particular, participants were asked to ponder and deliberate on how this symposium might be a first step or foundation for a long-term and broader process for engagement. The recommendations (located on pp. 25-29) presented by the participants focused on several themes:

- Sustaining the momentum of the symposium by participating in academic fora and establishing research partnerships;
- Enhancing dialogue with academics by expanding interagency dialogue and developing trust building mechanisms; and
- Defining terms of engagement between AFRICOM and academics regarding the human security dialogue and manifesting a more nuanced view of African partners.

AFRICOM speakers responded to the participant brief-backs and discussed next steps. Africa Center and Business Transformation Agency representatives then thanked the participants and made concluding remarks. There was a consensus that the symposium was the first step to a long-term dialogue. They also hoped that participants would share the symposium findings with colleagues to continue and deepen the dialogue – not just with those supportive of AFRICOM but even, and perhaps more importantly, those with lingering questions about AFRICOM.

PROGRAM HIGHLIGHTS

Welcome and Program Overview

The speakers welcomed participants to the first US Africa Command (AFRICOM) academic symposium. It was stated that the main purpose of the symposium was to formally introduce AFRICOM to academia, to seek academia's input in determining the ways in which AFRICOM might better perform its mission to support security and stability in Africa, and to determine academia's interest in developing a long-term relationship with AFRICOM for that purpose.

In the interests of transparency, the speakers introduced the two partner organizations that worked with AFRICOM to organize this symposium.

- The Business Transformation Agency (BTA) is part of the Department of Defense (DoD) and seeks to guide the transformation of business operations throughout the DoD and to deliver enterprise-level capabilities that align warfighter needs.
- The Africa Center for Strategic Studies is one of five regional centers within DoD. Its mission is to support US policy in Africa by working to enhance security and democratic governance of the security. To this end, the Africa Center offers academic programs, including courses, seminars, workshops as well as research that focus on security studies, civil-military relations, terrorism and counterterrorism, defense economics, and conflict prevention and management.

In introducing AFRICOM, the speakers noted that the US Government (USG) announced the creation of the AFRICOM in February 2007, and it launched as a sub-unified command in October 2007. AFRICOM will become a unified command in its own right in October 2008. However, the speaker noted that constructing a new command takes time, and it will remain a work in progress.

Since its launch, AFRICOM has been working in coordination with other US agencies to refine its mission, develop its structure, and staff the Command. It has spent a considerable amount of time learning from a variety of stakeholders, constituencies, and communities. It was in this learning vein that AFRICOM was now approaching the academic community. AFRICOM is interested in seeking input from the academic community because it recognizes academia as a depository of Africa-related expertise and experience that could help it become more effective in its work to enhance security and stability in Africa. Also, while the USG has historically had a greater well of expertise for regions such as Europe, Asia, and the Middle East, this is not the case for Africa. It is for these reasons that AFRICOM was reaching out to academia.

Symposium Objectives

The four main objectives of this program were to:

- Introduce AFRICOM, its mission, and objectives to the academic community;
- Provide an opportunity for AFRICOM to better understand the academic community;
- Explore the value added, if any, from an interface between the academic community and AFRICOM; and
- Develop recommendations for potential areas, roles, and mechanisms for short and long term engagement between AFRICOM and academia.

The anticipated outcomes for the symposium included:

- Increased understanding of USG rationale for establishing AFRICOM;
- Enhanced appreciation by AFRICOM of academic community concerns and potential contributions;
- Creation of a better understanding within academia of AFRICOM and its mission and objectives;
- Initiation of a dialogue and consultation between AFRICOM and academia; and
- Determination of lessons from this dialogue that could be shared with other commands.

Noting sensitivity of the issues to be addressed, and the need for an honest and candid dialogue, participants were informed that the program would be conducted under a strict policy of non-attribution.

Opening and Keynote Address

The Opening Ceremony and Keynote Address consisted of three speakers. The speakers welcomed participants and proceeded to discuss the rationale for AFRICOM's creation and its key elements including its history, mission and goals, and its approach to interagency coordination. One speaker explained that AFRICOM was established to reorganize the jurisdiction of regional commands in a more efficient and effective manner to ensure that operations and missions in Africa receive adequate attention. The speaker also indicated that AFRICOM had been long in the making. The first mention of creating a dedicated US military command to focus on Africa occurred about twenty years ago; however, it was not until 2006 that the process that started the development of AFRICOM began when mention of AFRICOM was included in the review of the Unified Command Plan (UCP), and a feasibility study for the new command was conducted.

The speaker also addressed the broad consultative process that underpinned the formulation and creation of AFRICOM. This process involved civilian and military leaders in individual African countries, the leadership of the African Union and other regional organizations, as well as other international partners. In addressing the mission

of AFRICOM, the speaker noted that it was hoped that AFRICOM would build a better security relationship between the United States and African nations, and that it would enhance economic growth, the rule of law, good governance, and security on the continent.

These goals are clearly outlined in AFRICOM's mission statement:

“United States Africa Command, in concert with other US Government agencies and international partners, conducts sustained security engagement through military-to-military programs, military-sponsored activities, and other military operations as directed to promote a stable and secure African environment in support of US foreign policy.”

The speaker emphasized that while AFRICOM's mission statement is largely similar to those of other regional commands, there were a few key differences. First, AFRICOM places an emphasis on interagency coordination (mission statement reads that AFRICOM will work “in concert with” other agencies). Second, the AFRICOM mission statement stresses “sustained security engagement,” which means that AFRICOM is committed not just to respond to crises, but to long-term partnerships that can prevent crises from emerging.

Regarding the structure of AFRICOM, the speaker noted that many AFRICOM officials will be from other agencies, including the State Department, US Agency for International Development, and the Department of Commerce. In addition to bringing in staff from other agencies, approximately half of AFRICOM staff will be civilians, mostly from the Department of Defense. AFRICOM believes that interagency collaboration affords the best opportunity to address the evolving security challenges which tend to manifest themselves across all sectors, including social, political, economic, environmental, etc. However, it was acknowledged that there are horizontal and vertical stovepipes within the US interagency, and that AFRICOM had more work to do to fully benefit from such collaboration.

In addressing similarities between AFRICOM and other commands, it was noted that US military engagement in Africa is not new, nor is it a new approach to have the US Department of Defense working in support of other US agencies. However, what is new is that there is one command entirely focused on Africa as opposed the pre-AFRICOM era when there were three commands – European Command (EUCOM), Central Command (CENTCOM) and Pacific Command (PACOM) – covering Africa, and it was sometimes difficult to align priorities and resources among the three.

The speakers pointed out that the benefits of AFRICOM could be manifold because it:

- Acknowledges the importance of Africa to the United States and allows for a focus on Africa at the highest levels;
- Will bring additional human and financial resources to the continent;
- Allows for quicker response to crises; and

- Deepens military to military relationships in Africa through increased access to training and equipment.

The speakers acknowledged that the announcement of AFRICOM by the US Government had led to concern in some quarters including some in Africa, non-governmental organizations, and academia. They therefore addressed some of the concerns that have surfaced recently related to the creation of AFRICOM:

- AFRICOM may usurp the role of the Department of State (DoS) in Africa: The establishment of AFRICOM will implement no change in the status of the US Ambassador as the US Chief of Mission, and is therefore not usurping DoS's role. Security assistance programs will stay the same for the present, but may be open to change in the future. AFRICOM does not want to infringe on the humanitarian space, but desires to improve its understanding of that space in order to better coordinate security and stability on the continent.
- The American "footprint" and basing on the continent: It was clarified that there is no desire to base large numbers of troops on the continent. After meeting with several African leaders, it was determined that the Command should initially be headquartered in Germany, with the possibility of changing the location in the future. In order to limit its presence, AFRICOM personnel may be located in existing US embassies in Africa.

While these concerns are justified, AFRICOM believes that transparency and developing a track record of practical cooperation will enable the US to move forward. It was clarified that AFRICOM is only one component of a broader US engagement with Africa that has developed over the last decades. Indeed, the US National Security Strategy seeks to promote a safer, freer, and better Africa by using all the instruments of national power available (diplomatic, informational, economic, and military), which go beyond AFRICOM and range from health programs and humanitarian aid to the promotion of good governance and political party reform.

Questions and Answers

Regarding a question about why Egypt is currently the only African country not being considered as part of AFRICOM, it was noted that Egypt has very strong ties to the Middle East and to the work that US Central Command (CENTCOM) is doing in that part of the world. While it will officially remain engaged with CENTCOM, AFRICOM will communicate and consult with Egypt on a regular basis.

When asked to summarize the tenets of US foreign policy in Africa, it was noted that the main aim is to make Africa "freer, safer and better" with programs that focus on security, democracy, governance, development, and humanitarian issues.

In terms of how AFRICOM would change US policy towards Africa, it was noted that the creation of AFRICOM does not change the interagency policy-making process in

Washington DC. The interagency debate, as well as the checks and balances among branches will continue and has not been changed.

A comment was made about the importance of understanding African societies, cultures, and history, because Africans emphasize history when they question whether US interests in Africa will last. It was stated that based on history, there is an impression that US interests are short term, and that the US is, in part, creating AFRICOM in reaction to China's presence on the continent. The speakers responded that US interests in Africa are longstanding, and that the relationship will evolve as AFRICOM evolves and is able to give Africa the focus it deserves. It was also added that AFRICOM is not being created because of competition with China or any other countries. The speakers also indicated that while there are differences between the US and China in their approaches to African issues, there are also areas in which the two countries share common views and collaborate.

Session 1: Overview of US Security Policy in Africa: AFRICOM Mission and Objective

This session explored AFRICOM's mission, vision and objectives in greater detail. The speaker reminded the audience of AFRICOM's transitional structure, noting that the Command is still a work in progress in terms of its organizational and directional structure.

The speaker further explained that missions and responsibilities of combatant commands are detailed by the Unified Command Plan (UCP). The reorganization of the combatant commands to include AFRICOM was seen as a logical transition in the post Cold War to help overcome operational and bureaucratic inefficiencies that existed because three different commands – EUCOM, CENTCOM, and PACOM – covered Africa. However, it was clarified that the creation of AFRICOM does not change the sources of authority for US policy and programming in Africa, nor does the Command make or dictate policy. Indeed, AFRICOM will inherit the programs implemented in Africa by the three commands that have administered these programs until its creation.

The goal is for AFRICOM to improve the ability of the United States to remain consistent and assist in shaping long-term strategic planning. AFRICOM provides a coordinated front for US security engagement in Africa and its Commander decides how to effectively pursue security objectives that emanate from the interagency policy-making process. This would give assurance to African countries that US support for peace and stability on the continent will not be a short-term arrangement.

To emphasize AFRICOM's long-term approach and commitment, the speaker noted four words of significance in AFRICOM's mission statement: 'sustained' 'security' 'engagement' and 'programs.' These are in line with AFRICOM's vision, which aims to:

- Develop and implement military programs that add value;
- Employ credible and relevant military capability both in peace and in response to crisis;
- Become a trusted and reliable partner for nations and security institutions of Africa, US Government teammates, allies, and intergovernmental and nongovernmental organizations; and
- Become a listening and learning organization.

Questions and Answers

In response to questions about the term security in AFRICOM’s mission statement, it was explained that the word “security” takes on a broad meaning in US defense parlance. Beyond traditional military operations (often referred to as “kinetic operations”), there is a wide variety of programs that AFRICOM will support. These include efforts to build professional militaries, support for peace operations, building homeland defense capabilities, conducting civil affairs projects to support development, supporting humanitarian assistance initiatives, and others. It is important to note, however, that non-kinetic operations will not be led by the military, but rather they will occur in concert with other US governmental partners who currently lead these efforts.

Furthermore, with regard to the mission statement, the term “sustained security engagement” was heavily debated because it represents a paradigm shift away from traditional security assistance. The expectation is that a focus on “sustained security engagement” will help to provide more long-term capabilities to African partners and to address new needs as they arise.

When asked about the term “credible military capability” in the mission statement and what the word “credible” meant in this context, it was explained that while the emphasis is on prevention and capacity building, AFRICOM, like all other combatant commands would be prepared to conduct traditional military operations, if they are required.

In response to a participant’s question about China’s role in Africa, it was noted that the US and other nations are seeking to partner with Africa. At the G8++ conference 22 countries, including China, discussed ways to support African security. China is providing critical infrastructure support to some countries to enhance Africa’s development. The speaker noted that in the end, African nations will decide for themselves with whom to partner and the manner in which to do so.

A participant expressed concern for the term “area of responsibility” (AOR) and requested use of the term “area of activity” as a replacement. It was explained that AFRICOM is trying to adopt this term and noted that they welcome suggestions for terminology changes that may be more amenable to working in Africa.

In response to a participant’s question about the number of civilians who will staff AFRICOM, it was explained that there is a misunderstanding about the definition of “civilian.” While AFRICOM is staffed by many civilians, they are mostly from the

Department of Defense. Concerted efforts are being made to engage additional agencies to learn what they do and how they could partner effectively with the Command. However, the interagency hiring process is long and complex.

The discussion concluded with a final comment and reminder that in order to effectively engage with African nations, it is critical to understand their histories.

Discussion Groups: Academia Questions/Concerns for AFRICOM

Symposium participants were divided into four discussion groups (which remained constant for the duration of the symposium). In their discussion groups, participants were asked to list concerns academia may have about AFRICOM. Each group was to discuss and sum up their concerns into three questions which they would then pose to a panel of speakers from AFRICOM in a plenary session later that afternoon (Plenary Session 2).

Some participants expressed concern about the lack of consultation and communication with communities outside of Washington DC regarding the establishment of AFRICOM. They emphasized that many people hold misconceptions about AFRICOM and that Department of Defense should continue to consult and discuss the Command with broader communities.

Participants raised importance of recognizing the effect of the historical legacy of US involvement in Africa on AFRICOM; the need to incorporate the concept of human security to the US military's traditional focus on hard security, how staff rotations and a "fix-it" mentality may make sustained engagement difficult; and the need to gather input from African civil society members to ensure that AFRICOM's programs do not undercut democracy. The group also questioned how the establishment of AFRICOM will affect other ongoing US military operations in the world, and whether or not it will overshadow, or divert resources from, efforts being undertaken by other US government agencies in Africa.

Participants pointed out that the historical legacy of US Government involvement in Africa, particularly during the Cold War, has very negative connotations. There was a broad consensus that the historical legacies of colonialism and the Cold War will impede AFRICOM's operations, and that AFRICOM must recognize that this is the context in which US military operations are perceived by Africans. The US should also recognize the current influence of other foreign countries partnering with African nations such as China.

Another key issue raised during discussion was the importance of balancing human security with traditional security needs. While terrorism is an important concern, it is often overshadowed in Africa by other more pressing human security concerns, such as food security, poverty, crime, rising energy costs, and environmental degradation.

Participants also questioned AFRICOM's ability to commit to sustained engagement because the US does not generally practice policies of long-term engagement. Staff rotations within the Command may also make it difficult to provide consistency. Additionally, there is a concern that AFRICOM's focus on capacity building via military engagement may undermine democratization efforts. In order to demonstrate a credible commitment to democracy, AFRICOM should engage broader segments of society systematically by actively seeking feedback from civil society groups and other non-traditional sources. It was also suggested that AFRICOM help train and professionalize civilian leaders, including members of parliaments, responsible for working with and overseeing the military.

Participants also questioned how the establishment of AFRICOM will affect the mission and operation of other programs, such as Combined Joint Task Force-Horn of Africa, and other US agencies working on the continent. Operations such as CJTF-HOA, which operated in East Africa as well as Yemen, have fallen under US Central Command and will be impacted by the transition. Others again expressed their concern about the potential for the Department of Defense to usurp the roles of the Department of State and the US Agency for International Development. In terms of staffing the Command, participants emphasized the need to clarify roles and responsibilities of AFRICOM staff, especially as they relate to other US officials. They hoped that the establishment of AFRICOM would precipitate an expansion of the very small group of American experts currently working on Africa.

Session 2: AFRICOM Response to Academia

During this session, each discussion group was given an opportunity to pose three questions emanating from their discussions to a panel of speakers from AFRICOM. Following are highlights of the question-and-answers session:

- How will AFRICOM incorporate the broader concept of human security into hard security? How will it demonstrate that it is but one component of the US government?

First "human security" is embodied in some of the broader policies that AFRICOM will work to implement. While it is a common term in academia, there is a need to further socialize the term human security into the military lexicon. Second, AFRICOM will work to better communicate that it is but one among many tools of US government, and that each agency is doing its part to promote human security in Africa.

- How can AFRICOM be a catalyst for the principles laid out within American foreign policy?

While AFRICOM is a proactive member of the interagency process, it does not dictate policy. It is therefore AFRICOM's duty to support US policy to protect US national interests. However, it is AFRICOM's intention to do so by building African peace and security capabilities, not through the use of American force.

- How is the rationale for AFRICOM being articulated?

The US Department of Defense has endeavored to explain the logic behind the creation of AFRICOM. However, it recognizes that there is a degree of misunderstanding and suspicion persists. To address these concerns, the Department of Defense and AFRICOM continue to reach out to new audiences in the US and internationally to explain the rationale and to answer questions and discuss concerns. A speaker noted that this symposium was an example of AFRICOM's ongoing work in this regard.

- How can AFRICOM assist in first response?

AFRICOM is responsible for the implementation of US policy. AFRICOM, as one command responsible for the US defense and military activities on the African continent, should have a better understanding of what is occurring in their area of activity, thus making the operational and logistical aspects of first response much easier.

- How can AFRICOM ensure that military capacity building does not negatively affect democratic governance?

AFRICOM does not intend to take over the responsibilities of agencies working to enhance good governance and capacity building. However, AFRICOM hopes to reinforce wider efforts to build democracies, enhance the rule of law, and stem corruption. In particular, AFRICOM seeks to work with African countries to enhance military professionalism, and to support the development of appropriate and effective African security structures that fit within democratic systems of governance. At the same time, AFRICOM will support the good governance and capacity building efforts that are part of the mandates of other US Government agencies.

- What are the best ways to mitigate the political and public push-back against AFRICOM in Africa and elsewhere? How has the position of African governments evolved in response to AFRICOM?

There are historical realities that AFRICOM is working to better understand, and AFRICOM is working to speak with one voice. Since the first announcement about AFRICOM, the US has witnessed progress and change in the perceptions of AFRICOM. Regional organizations and leaders in Africa have become more supportive, now having been furnished with more current, detailed and accurate information as AFRICOM evolves.

- If we succeed in articulating a coherent explanation of why we need AFRICOM, can it be operationalized without overstepping the areas of responsibility of the State Department, USAID, and the American non-governmental sector?

While AFRICOM will have responsibility for implementing US defense and military programs in Africa, the Command will be available to support and enable other US agencies through the unique capabilities of the military (e.g., logistics, training, etc). While AFRICOM will assume unified command status on 1 October 2008, it will continue to work with other agencies as it moves forward.

- What is different about how AFRICOM understands security within the context of what is taking place on the continent? How will it ensure that security sector reform programs will benefit the people?

Decisions about what programs AFRICOM will undertake and what countries to work with, are driven by the Department of State and Congress. If mandated to do so, AFRICOM will work to improve the security sector in individual countries and ensure that state institutions are strong and can address security challenges effectively.

- How can AFRICOM take into account the deep and painful histories that have defined relations between Africa and the West, specifically during the colonial period and the Cold War? Why should Africa trust AFRICOM?

AFRICOM will work to better understand the history of African countries and the historical relationship between the US and Africa. While military commands are fluid and have short term staff, AFRICOM hopes to gain partners within academia to better understand history and enable it to engage wisely.

- How will interagency coordination actually work, particularly at the operational and field level, and what will be AFRICOM's role in policy formulation?

AFRICOM's operations in Africa will proceed only with the consent of the US government interagency process, and with the full involvement of US embassies in Africa. The Chief of Mission at each US Embassy retains primary authority in that country. AFRICOM will coordinate with the Chief of Mission, country teams, and country experts within the Command to inform policy-makers in Washington.

- Whom does AFRICOM consider its key constituencies?

There are many stakeholders – traditionally, African partners (governmental and non-governmental, NGOs, academics), European partners, other donor nations, international organizations, international NGOs, US industry – and there is vast potential for developing partnerships and other ties.

- What specific lessons can we learn from the mistakes that have been made so far and how can we prevent similar mistakes in the future?

One of the main challenges that has confronted AFRICOM is related to timeline for the stand-up of AFRICOM, and questions about whether there was sufficient

consultation at the outset. As indicated earlier, AFRICOM continues to work on its outreach and communications to both old and new constituencies and audiences. Additionally, we have learned that building relationships takes time. AFRICOM will continue to work to build relationships. This takes a very long time and requires working with nations in a more robust manner.

- What does AFRICOM see as its role in creating good governance or nation-building in Africa? What are the limits as to what the Command can or cannot do?

AFRICOM will work with militaries to ensure they understand that working in subordination to civilian rule is critical to the democratization process.

Session 3: AFRICOM - Is there a Role for Academia: Views from AFRICOM and Academia

The discussion turned attention to the role of academia and how it can build a constructive relationship with AFRICOM. This session included three speakers. In presenting a perspective from AFRICOM, the first speaker noted that AFRICOM has been given a mission and will move forward and execute that mission. The speaker's view was that AFRICOM would be able to execute that mission more intelligently if it has a constructive relationship with academia to better understand the African context and the positive roles that the US Government can play. Thus, AFRICOM is interested in what academia is thinking and what kinds of partnerships might exist in the future. It is also interested in the cultural and historical complexities it is not going to be able to understand effectively on its own without this expertise

The second speaker addressed the historical relationship between academia and the security sector and highlighted some of the key concerns pertaining to this relationship. The main concerns of academia raised by the speaker were divided into three categories: i) those of disciplinary and intellectual legitimacy, and methodological rigor; ii) those related to questions about the control of the state over institutions of force; and iii) those related to tensions deriving from identity and experiences of powerlessness.

The speaker noted that organizations such as the American Anthropological Association (AAA) and the Middle East Studies Association (MESA) have both come out in opposition to the army's Human Terrain Teams/Systems (HTS). There are concerns that HTS or similar initiatives can undermine the neutrality of academic research, or use such research for military goals. There are also discussions among the scholarly community about how to engage in policy debates with the military and have not yet formally declared their positions on AFRICOM.

The speaker then moved on to a discussion of the anthropological background concerning this debate. References were made to specific occurrences in history where anthropologists worked with or were recruited by the military and how these have shaped current ethical standards. It was noted that when African Americans and Africans were

allowed to enter these associations, they brought with them a whole new set of critiques. In 1998, the AAA adopted a Code of Ethics which lists its responsibilities to stakeholders. In 2005, the African Studies Association (ASA) adopted its ethical code and the speaker highlighted the obligations of Africanists. There are concerns by some academics that these standards may be violated by too close of an association with AFRICOM.

Building on the concerns expressed by the previous speaker, the third and final presenter noted that programs such as the National Security Education Program and *Minerva* have also caused concern among the aforementioned associations that wanted to move them from DoD to the Department of Education or the National Science Foundation.

Having said this, the speaker expressed the view that there is a role for academia with AFRICOM but added that there would be a few caveats. These include: whether academics in social sciences can overcome long-standing suspicions when it comes to DoD; whether a suitable interface can exist between the “can-do” mentality of the military and the more critical and reflective approach of academics; and how the specialties of knowledge would be used by the military and AFRICOM to do no harm in African countries.

Many senior academics hesitate to engage with DoD and the military because they do not want to be negatively impact their established relationships in Africa. They also do not want to be seen as divisive, political or as sustaining authoritarian regimes in Africa. The military culture differs greatly from the perennially critical culture of academia. Academics make their living doing dialogue, debate and research. They must also take into account that there will be resistance to commissioning classified research that could be considered “intelligence”. However, the speaker noted that such concerns can be overcome and cited the Global Expertise Reserve Program (GERP) as a program that has enjoyed a positive government-academic relationship.

Finally, AFRICOM must recognize the cultural, political and economic diversity of the African continent and that a one-size-fits-all approach will not work. Country specialists should be called on to help AFRICOM make decisions. AFRICOM might want to think about conducting country assessments such as those done by DOS and USAID. AFRICOM should also look at how the individual African militaries are fabricated and then make a decision about where they should engage. There are also a series of capacity building issues to be considered, and AFRICOM may want to help bring about broader civil service reform. AFRICOM might also take on a developmental agenda outside the traditional military agenda but this is an issue should be approached in a careful manner.

In conclusion, the speaker noted that there are opportunities for AFRICOM to engage academia but these must be developed slowly and in a highly nuanced manner that addresses the African experience rather than making that experience conform to preconceived notions and ideas.

Questions and Answers

The speakers were asked to comment on the clash between the bureaucratic culture of the military and the culture of academia. It was noted that these are not mutually exclusive issues and that reform in both sectors is essential. Both are organized as institutional schools of thought that are dictated by rules. The military has a code of ethics and so does academia, and the speaker queried whether the two systems were necessarily in conflict. The example of the National Defense University was brought up as an academic institution that is able to engage itself in these types of conversations.

The speakers were asked about the possibility of collaboration between academia and the defense sector. Although the government may have a reason to curtail civil liberties, academia would never accept a curtailment of their freedom of speech. Academic research has to be peer reviewed and cannot be censored.

Concluding thoughts were that AFRICOM needs to be considering opportunities and mechanisms for individual research on subjects of interests to both parties. One possible route is to make proposals to agencies that fund research scholars and go through all research procedures used in academia. Another speaker pointed out that this process could take years so how does one set up a legitimate peer review mechanism will be required to meet academic standards for methodology and intellectual rigor. Mechanisms to fast track research and publications on subjects of key concern to AFRICOM were recommended, and one speaker suggested that mechanisms used by the World Bank may serve as examples.

Discussion Groups: Potential for AFRICOM-Academia Relations: Key Focus Areas, Mechanisms and Approaches

Many participants expressed reservations about working with AFRICOM including the fear that working with AFRICOM or any military establishment may have a deleterious effect on an academic's fieldwork, and reservations stemming from the negative historical perception of the US military in Africa. Despite these reservations, the group as a whole saw potential for academic involvement in AFRICOM, provided academics could assist AFRICOM on an individual basis (as opposed, for instance, to requesting associations to endorse or work with AFRICOM) and maintain their own principles of engagement. Finally, the group agreed that a key factor for AFRICOM to understand was the diversity of views within academia.

Participants pointed out that AFRICOM should tap into existing resources rather than create new ones. There is a potential for collaboration via individuals, study groups, and through third party institutions instead of through direct/formal arrangements with the large and diverse academic associations. There should be an exploration of models to allow for this type of engagement, and best practices should be reviewed to determine which would be most appropriate and under what circumstances.

Specific areas in which academia could partner with AFRICOM include: providing training or resources in African languages through language centers, and sharing their specialized area studies knowledge with AFRICOM personnel through lectures and symposia. AFRICOM could also benefit from attending conferences held by academic organizations and working with military academic institutions that can serve to straddle the divide between the academic community and the military.

Given the low level of knowledge about Africa possessed by many new staff assigned to AFRICOM, the Command could benefit from creating a new initiative to involve academics in offering knowledge support for the Command through providing lectures and training for AFRICOM personnel in regional issues, history, and cross cultural understanding. New AFRICOM staff may particularly benefit from an orientation or course on Africa. Academics could provide critical awareness of history and policy issues on the continent to new staff.

Participants suggested developing a clearinghouse of information that would involve developing a database of academic African experts that can help pinpoint who the experts are and provide their contact information. It could also contain academic papers and reports on Africa that would help provide a variety of perspectives on Africa.

Finally, participants discussed whether collaboration between AFRICOM and academia should take place at the operational level or the strategic level. They concluded that there currently seem to be more opportunities at the operational level, but as AFRICOM builds, there will be more opportunities for strategic collaboration. It was noted that linkages between AFRICOM and academia will take time to strengthen. Trust building, regular communication, and openness will be critical to the relationship. Additionally, for the relationship to be fruitful, AFRICOM will need to support the principle of academic freedom that includes peer review and transparency. In the future, AFRICOM may want to consider creating a position for a visiting faculty member to work within the Command for a short period of time.

Discussion Groups: AFRICOM-Academia Relations: Proposals for the Way Forward and Preparation of Brief-Backs

Each discussion group identified recommendations for AFRICOM to implement in order to utilize academia as a resource. These recommendations were presented to the entire conference group during Plenary Session 4, and AFRICOM personnel responded to the recommendations during the closing ceremony.

As part of the symposium, participants were divided into five discussion groups and were asked to consider i) the value-added – to the academic community and AFRICOM – as well as ii) recommendations on the potential interface between these two communities, and iii) the way forward on how to continue the dialogue beyond this event. In particular, participants were asked to ponder and deliberate on how this symposium might be a first step or foundation for a long-term and broader process for engagement.

Recommendations for engaging the academic community focused around several themes:

- Sustaining the momentum of the symposium by participating in academic associations and establishing research partnerships;
- Enhancing dialogue with academics by expanding interagency dialogue and developing trust building mechanisms; and
- Defining terms of engagement between AFRICOM and academics regarding the human security dialogue and manifesting a more nuanced view of African partners.

Session 4: Considerations for the Way Forward - Brief-backs from Discussion Groups

DISCUSSION GROUP 1

Tap into existing resources/do not reinvent the wheel: AFRICOM should:

1. Participate in academic conferences.
2. Take advantage of short-term training in African languages offered through the Foreign Language and Area Studies (FLAS) centers and by the Defense Language Institute (DLI).
3. Compile an inventory of existing knowledge bases such as the eleven existing title VI centers for the study of Africa.
4. Use the professional military education (PME) institutions (i.e. National Defense University, War Colleges, Africa Center for Strategic Studies, Near East and South Asia Center, etc.) to straddle the divide between academia and the military.

Starting the dialogue: AFRICOM should:

1. Solicit academic input into, and perhaps academic involvement in, orientations for new AFRICOM staff.
2. Facilitate discussions (perhaps through the Africa Center for Strategic Studies) on key issues including the definition of security in the African context.
3. Develop a program similar to the Global Experts Reserve Program (GERP) to provide a periodic review of AFRICOM's strategy and implementation. (This would require developing a database of willing academics and experts).

Long term: AFRICOM should:

1. Develop a way to institutionalize historical memory of the continent and its relations with the United States, perhaps through the creation of a visiting faculty undertaking a sabbatical at AFRICOM.
2. Extend the dialogue to include academics and civil society in Africa and Europe.
3. Overall, move slowly and cautiously to broaden the dialogue and build confidence between academia and AFRICOM.

DISCUSSION GROUP 2

Guiding principles to keep in mind:

1. Ensure diversity of viewpoints and transparency.
2. Acknowledge inherent tension between the “can do” military attitude and the “slower, methodological, do no harm” academic attitude.
3. Clearly set expectations; identify constraints and modalities of the relationship.
4. Avoid short-term “tactical” research projects that may have an “intelligence flavor.”
5. Focus on long-term research projects with policy and/or strategy implications.
6. This would provide the necessary tools for the Commander to contribute and advise the Joint Chiefs and Secretary of Defense.

Avenues for action:

1. Adopt the GERP (Global Experts Reserve Program) framework for Africa (include both area and functional experts). Tap into existing panel of experts.
2. Organize and sponsor a roundtable/panel with the African Studies Association (ASA) on an annual basis.
3. Develop a scholar-in-residence program (include both area and functional experts).
4. Engage African scholars, institutes and think-tanks both at the individual and collective basis.
5. Fund Africa research via third party mechanisms (National Sciences Foundation, US Institute of Peace, etc).

6. Support the development of an African Council on Foreign Relations (CFR) or an African interest group concept to better understand and engage with African societies.
7. Encourage the establishment of a US academic forum as a central point of contact for AFRICOM through institutions such as the Africa Center for Strategic Studies.

DISCUSSION GROUP 3

1. Future discussions should include the African perspective both in terms of participants/guest speakers and reading materials provided.
2. Because AFRICOM is part of a larger national security initiative to move away from the Cold War force structure with a heavy troop presence in various parts of the world, the discussion would be better informed by looking at publications and experiences from other combatant commands both in terms of lessons learned and best practices.
3. In order to tap into the expertise of academics, the Department of Defense should review its process for declassifying information (rather than increasingly classifying information). Additionally, AFRICOM should not try to set up mechanism for proprietary research or covert activities. Academics would be more cooperative if information were accessible in the public domain.
4. AFRICOM needs to tap into existing expertise and must “think outside the box.” AFRICOM should engage civil society in Africa and establish relationships with academics on an individual basis and not just as a collective group (which would be more difficult).
5. There is a great deal of suspicion in Africa about AFRICOM. Although terrorism is a real threat, it is eclipsed by poverty and other social problems on the continent. Therefore human security must be at the core of AFRICOM’s approach if it wants to overcome opposition to its mandate in Africa. Additionally, fears of loss of sovereignty should be addressed and future events should include more forthright discussion of US interests in Africa.
6. AFRICOM should explore opportunities for funding academic research and explore ways to benefit from research conducted by African studies centers. However, in order to ensure academic freedom, integrity and standards, AFRICOM should not directly fund research, but should consider doing so through third parties.
7. AFRICOM should develop an exchange with students and professors from academia.

DISCUSSION GROUP 4

1. Develop an academic advisory board, made up of academics from universities and professional military education institutions that meet regularly to provide advice for AFRICOM decision-makers on relevant and timely African policy issues.
2. Utilize the Africa Center for Strategic Studies as a clearinghouse of information/bridge for interacting with the Africanist community and foster better relationships in Africa, and develop a database of experts by country and by area of expertise.
3. The Africa Center for Strategic Studies should provide AFRICOM with details about the Title VI Africa Centers at US universities, specifically:
 - Which universities?
 - Who is the leadership?
 - When/where are the events?
4. Establish an Africa Center for Strategic Studies liaison at AFRICOM to facilitate communication between the Africa Center, AFRICOM, and the greater Africanist academic community.
5. Explore opportunities to invite General Ward to speak at the Africa Studies Association (ASA) annual conference.
6. Improve short-term education options available for AFRICOM personnel prior to deployment to Africa:
 - Send AFRICOM personnel to seminars or semester-long courses at domestic or international institutions with Africa programs;
 - Participate in video conferencing seminars and/or distance learning courses offered by domestic or international institutions with Africa programs.
7. Develop internships/research opportunities for students and faculty
8. When defense attaches are back in the US for debriefings, use them and their spouses as resources by, for example, sending them to universities to talk with students.
9. Expand Foreign Area Officer (FAO) programs through cooperation with the U.S. Title VI universities.

DISCUSSION GROUP 5

Recommendations:

1. AFRICOM should participate actively in Africanist Associations (African Studies Association, International Sociological Association, etc.) and sustain momentum for dialogue on a recurring basis.
2. AFRICOM should define research assistance requirements and areas for academic advice or input, in order to focus academic assistance and avoid past mistakes.
3. Establish a research partnership between AFRICOM and academia.
4. AFRICOM needs to develop and manifest a nuanced view of African partners.
5. Reframe premise of symposia to “How do AFRICOM and academia develop a mutually beneficial relationship?”
6. AFRICOM should commit to enhancing human security in Africa versus traditional Department of Defense definition of security.
7. AFRICOM and academia should develop trust-building mechanisms and have expanded dialogue on foreign policy with all relevant players.
8. AFRICOM should create a consistent script for strategic communications to all stakeholders because the current script does not always reflect history or match actions.
9. Discuss the mechanisms to create value exchange between academia and AFRICOM and its impact on foreign policy.

Concerns:

1. Reassuring African and academic audiences that AFRICOM is not a new form of neocolonialism.
2. Overcoming murky history of academic involvement with OSD (Office of Secretary of Defense) and military.
3. Resolving the conflict between the military’s desire to participate in academic venues and its reluctance to include academics in military venues, such as exercises and conferences.
4. Minimizing the problem of security classification versus open-source world NGOs, academia, etc.
5. Addressing questions about AFRICOM’s motives: For example: is AFRICOM engaging academics only as a way to use of academics to lend credibility to military efforts?

Closing Ceremony: AFRICOM Response and Proposed Next Steps

AFRICOM speakers responded to the participant brief-backs and discussed next steps. Africa Center and Business Transformation Agency representatives thanked the participants in their concluding remarks.

The participants were reminded that the Command is still under construction. Because AFRICOM decided to gain input from academics at the beginning phase of the Command, it does not have the capacity to implement these recommendations until it is a unified command. However, AFRICOM considers academic partnership to be vital, and it will take time to develop this partnership and continue the dialogue.

In terms of the specific recommendations, it was noted that there were many parallels between the groups. Some of the recommendations which dealt with foreign policy issues are beyond AFRICOM's purview. While AFRICOM is responsible for implementing policy and deciding on the best ways in which it executes its mission, it does not formulate policy.

It was noted that AFRICOM's need to adopt a human security approach in addition to the Defense Department's definition of hard security is a major takeaway. AFRICOM will first need to gain a better understanding of human security concerns and priorities to ensure there is no overlap with other US efforts and to deliver the most efficient and effective assistance.

The need to improve strategic communications was another major takeaway. AFRICOM will continue to improve the way in which it communicates and interacts with other sectors and remains open to advice as to how to continue to work on its message and communication with various groups including academia.

Regarding AFRICOM's participation in Africanist associations and its role in providing research assistance, it was noted that AFRICOM will consider any invitation to participate in such conferences and other programs. It will seek to participate in the role deemed most appropriate. AFRICOM representatives may participate in collaboration with individual scholars or by discussing a specific relevant AFRICOM projects through a roundtable or panel.

In terms of research assistance, AFRICOM will need to develop a strategy that would define the terms of engagement with the academic community. AFRICOM as a unified command is not going to serve in a primary role as a sponsor of grants or research in a direct way, although it will work through the various departments and professional military institutions to find ways most helpful to assist AFRICOM, but those institutions are responsible for sponsoring education. The recommendation to engage both associations as well as individuals from academia in parallel was also recognized as important.

Responding to several ideas about developing an academic advisory board or involving academics in existing advisory boards, it was noted that most combatant commands have senior advising groups that assist the Commander. AFRICOM will consider academics as the group is decided on or consider a different advising or consultation group. However, it is up to the academic and security community to create an external organization that could interface with AFRICOM, should it be necessary.

The future potential role of the Africa Center, and its role in the development of AFRICOM and the relationship with academia, was also discussed. While perhaps only a short-term solution, it was noted that at least in the interim, AFRICOM would like to see the Africa Center be used as a bridge to narrow the gap between the military and academics. Creating an Africa Center liaison for AFRICOM could also be helpful. In general, it was acknowledged that the use of professional military institutions to straddle civil-military divide would be critical.

While most AFRICOM personnel will not be deployed to Africa, AFRICOM is also open to education options for AFRICOM personnel who may have to deploy to the continent. It will consider working through Title VI universities in particular. AFRICOM staff will also consider undertaking language training, although it must first identify its language needs. Defense Attaches, while note under AFRICOM's authority, could benefit from working with the academic community.

Responding to remarks made about the need to declassify more information in order to help academia conduct better research, it was noted that there is frustration on all sides about this issue although it is not something that AFRICOM can address. AFRICOM will also consider adopting a GERT like process so as not to reinvent the wheel.

A comment was made from the audience that there is a broad need to better understand the context behind the mission and goals of AFRICOM. While a policy overview was provided on the first day of the event, there is a need to better explain and stress policy because there still remain many concerns about the overall policy framework toward Africa, and many of these questions cannot be answered by AFRICOM.

Representatives from the Institute for Defense and Business and the Africa Center for Strategic Studies thanked the participants for their candor and their willingness to help understand concerns and explore possibilities for the way ahead. They noted that the objectives for the seminar had been met. Specifically, they observed that the program had promoted an increased understanding of USG rationale for establishing AFRICOM, its mission and objectives, as well as an enhanced appreciation by AFRICOM of the academic community's concerns and potential contributions. The consensus was that the symposium has established a foundation for continued dialogue and consultation between AFRICOM and academia, allowed for all parties to share lessons learned, and developed concrete and practical recommendations for the way forward.

The speakers concluded that this is the first step to a long-term dialogue. They also hoped that participants would share the symposium findings with colleagues to continue and deepen the dialogue – not just with those supportive of AFRICOM but even those with lingering questions about it as well.

APPENDIX A: LEADERSHIP BIOGRAPHIES

AFRICOM

General William E. (Kip) Ward became the first Commander of US Africa Command in Stuttgart, Germany, on October 1, 2007. AFRICOM is a sub-unified command under US European Command. General Ward was commissioned into the Infantry in June 1971. His military education includes the Infantry Officer Basic and Advanced courses, US Army Command and General Staff College, and US Army War College. He holds a Masters of Arts Degree in Political Science from Pennsylvania State University and a Bachelors of Art Degree in Political Science from Morgan State University. His military service has included overseas tours in Korea, Egypt, Somalia, Bosnia, Israel, two tours in Germany, and a wide variety of assignments in the United States, including Alaska and Hawaii. His command and troop assignments include: Platoon Leader, 3d Battalion (Airborne), 325th Infantry, 82d Airborne Division, Fort Bragg, North Carolina; Rifle Company Commander, 1st Battalion (Mechanized), 17th Infantry, 2d Infantry Division, Camp Howze, Korea; S-4 (Logistics), 210th Field Artillery Brigade, VII Corps, US Army Europe and Seventh Army, Germany; Executive Officer, 1st Battalion (Mechanized), 7th Infantry, 3d Infantry Division, US Army Europe and Seventh Army, Germany; Commander, 5th Battalion, 9th Infantry, 2d Brigade, later G-4 (Logistics), 6th Infantry Division (Light), Fort Wainwright, Alaska; Commander, 2d Brigade, 10th Mountain Division (Light), Fort Drum, New York and Operation Restore Hope, Mogadishu, Somalia; Assistant Division Commander (Support), 82d Airborne Division, Fort Bragg, North Carolina; Commanding General 25th Infantry Division (Light) and US Army, Hawaii, Schofield Barracks, Hawaii; and Commander, Stabilization Force, Operation Joint Forge, Sarajevo, Bosnia. His staff assignments include: Executive Officer, US Army Military Community Activity -- Aschaffenburg, US Army Europe and Seventh Army, Germany; Staff Officer (Logistics), Office of the Deputy Chief of Staff for Logistics, US Army, Washington, DC; Executive Officer to the Vice Chief of Staff, US Army, Washington, DC; Deputy Director for Operations, J-3, National Military Command Center, The Joint Staff, Washington, DC; Chief, Office of Military Cooperation, Egypt, American Embassy, Egypt; and Vice Director for Operations, J-3, The Joint Staff, Washington, DC. Prior to assuming his current position, Ward was Deputy Commander, Headquarters US European Command, Stuttgart, Germany. He previously served as the Deputy Commanding General/Chief of Staff, US Army Europe and Seventh Army. While in this capacity he was selected by the Secretary of State to serve as the United States Security Coordinator, Israel - Palestinian Authority where he served from March through December 2005. General Ward's awards and badges include: the Defense Distinguished Service Medal (with Oak Leaf Cluster); the Distinguished Service Medal; the Defense Superior Service Medal (with two Oak Leaf Clusters); the Legion of Merit (with three Oak Leaf Clusters); the Defense Meritorious Service Medal; the Meritorious Service Medal (with six Oak Leaf Clusters); the Joint Service Commendation Medal; the Army Commendation Medal (with three Oak Leaf Clusters); the Army Achievement Medal (with Oak Leaf Cluster); the Expert Infantryman's Badge; the Combat Infantryman's Badge; and the Master Parachutist Badge.

Ambassador Mary Carlin Yates, a senior U.S. diplomat, is Deputy to the Commander for Civil-Military Activities (DCMA) of United States Africa Command. Among U.S. geographic commands, AFRICOM is unique in having two co-equal deputies -- a civilian deputy and a military deputy. The DCMA's military counterpart is the Deputy to the Commander for Military Operations (DCMO). As U.S. Africa Command's DCMA, Ambassador Yates directs the command's plans and programs associated with health, humanitarian assistance and de-mining action, disaster response, security sector reform, and Peace Support Operations. She also directs Outreach, Strategic Communication and AFRICOM's partner-building functions, as well as assuring that policy development and implementation are consistent with U.S. Foreign Policy. From September 2005 through September 2007, Ambassador Yates served as Foreign Policy Advisor (POLAD) to the United States European Command (EUCOM). European Command's Area of Responsibility encompasses 92 countries in

Europe, Eurasia, Africa and the Middle East. In her capacity as POLAD, Ambassador Yates provided vital diplomatic and political policy advice and analysis to the commander and senior staff thus ensuring U.S. foreign policy was coordinated with the Commander's theater security policies and regional strategy objectives. As senior policy advisor, she provided critical "reach-back" between the Command and the Department of State, National Security Council, and the numerous U.S. embassies throughout this vast AOR. She was awarded the Department of Defense's highest civilian honor, the Joint Meritorious Civilian Service Award, for this outstanding service. Ambassador Yates is a Career Member of the Senior Foreign Service, Class of Minister Counselor, who began her diplomatic career in 1980. She served as U.S. Ambassador to the Republic of Ghana from 2002 until 2005 and was recognized with Presidential Performance Award for Excellence in 2004. While Ambassador to the Republic of Burundi from 1999 until 2002, she worked extensively to bring peace and stability through the Burundian Peace Process in Arusha, led by former South African President Nelson Mandela. Her service in Kinshasa, Zaire (Congo) as Political Officer and then Public Affairs Counselor from 1991-95 occurred during the genocide in neighboring Rwanda. She earned both the department's Superior Honor Award for "her diplomatic efforts in Goma, Zaire under extreme hardship conditions" and the prestigious USIA Lois Roth Award for Excellence in Information and Cultural Diplomacy for promoting political and democratic institutions in Zaire (Congo). Mary Yates also served in U.S. Embassy, Paris from 1995-99 first as Press Attaché for Ambassador Pamela Harriman and then as Senior Cultural Attaché. Her other assignments included Office Director in the Bureau of Public Affairs of the East Asia and Pacific Affairs at the Department of State; Assistant Information Officer and Spokesperson for the U.S./Philippine Military Bases Talks in Manila, and as Branch Public Affairs Officer in Kwangju, Korea. She has earned a Sustained Superior Honor Award, another Superior Honor Award, and two Meritorious Honor Awards. A native of Portland, Oregon, Ambassador Yates earned her BA in English from Oregon State University and a Masters in Comparative East-West Humanities from New York University (NYU), where she advanced to candidacy for the Doctor of Philosophy degree in Asian Studies. She was awarded an Honorary Doctorate of English from her alma mater Oregon State University in June 2007, where she delivered the commencement address. Her languages are French and Korean. She is married to a retired Foreign Service Officer, John M. Yates, who was appointed in May 2007 by Secretary of State Condoleezza Rice as the U.S. Special Envoy to Somalia after ambassadorships in the Cameroon and Equatorial Guinea; Republic of Benin, and Republic of the Cape Verde. She is the step-mother of five children.

Dr. David Cooper became Acting Director of Outreach for U.S. Africa Command in December 2007. In this capacity he is responsible for managing the organization's international, interagency, and non-governmental partnerships, strategic communication, and a Washington office. He is a career member of the Senior Executive Service (SES) of the United States on detail from the Office of the Secretary of Defense. Prior to his current assignment Dr. Cooper served as the Principal Director for Homeland Security Integration within the Office of the Under Secretary of Defense for Policy. His duties included managing all aspects of strategic planning, interagency and intergovernmental coordination, international cooperation and capacity building, strategic communications, and capability assessment and budget advocacy activities related to Department of Defense (DOD) homeland defense and security missions. Before that he served as Director for Nonproliferation Policy from May 2003 to January 2007. In this capacity he managed all aspects of the development and implementation of a broad range of Defense Department and United States Government policies to prevent the spread of weapons of mass destruction (WMD) and their means of delivery. His specific responsibilities included: WMD-related interdiction including the Proliferation Security Initiative (PSI); negotiation and implementation of multilateral nonproliferation treaties; international nuclear safeguards; export control regimes; regional WMD disarmament; and, nonproliferation sanctions. He served as U.S. Head of Delegation to the PSI Operational Experts Group (OEG) process, as well as U.S. Representative to the United Nations Panel of Governmental Experts on Missiles. He also led CWC Host Country Agreement (HCA) negotiations and bilateral counter-proliferation talks with several key countries. He previously served as Director of the Office of Strategic Arms Control Policy, managing

U.S.-Russian nuclear treaty issues including negotiation, ratification, and implementation of the “Moscow Treaty” and implementation of the START and INF treaties, and other bilateral nuclear initiatives. He joined the Defense Department in 1990 as a Presidential Management Intern (PMI) and has worked on a wide variety of nonproliferation, arms control, and regional security issues. Prior to joining government he was an executive with a market research company in New York. He holds a PhD in Political Science and International Relations from The Australian National University, a Master of International Affairs from Columbia University, and is a graduate of Oberlin College. He is the author of various articles and a book (*Competing Western Strategies Against the Proliferation of Weapons of Mass Destruction*, Praeger: 2002) and has served as an Adjunct Associate Professor of International Affairs at Georgetown University.

BUSINESS TRANSFORMATION AGENCY

Mr. Paul A. Brinkley was appointed Deputy Under Secretary of Defense for Business Transformation in March 2005. He joined the Department of Defense in August 2004 as the first Highly Qualified Expert (HQE) appointee under a Congressional program established to attract experts with state-of-the-art knowledge in fields of emerging importance to the Department’s mission. Mr. Brinkley leads business transformation for the Department of Defense (DoD), working across the military services and defense agencies to drive rapid transformation of business processes and systems to ensure improved support to the warfighter and improved financial accountability. He also oversees the Business Transformation Agency, the organization accountable for delivery of common processes and systems supporting logistics, acquisition, finance, and personnel activity across the DoD. In June 2006, Mr. Brinkley was tasked by the Deputy Secretary of Defense to lead the Task Force for Business and Stability Operations, Iraq. The primary focus of the Task Force is to reinvigorate the Iraqi economy, restoring employment and creating prosperity with focused efforts in industrial revitalization, adoption of modern banking practices, private sector development, global market access, and foreign direct investment. Economic vitality is viewed as a cornerstone element of modern counter-insurgency doctrine, helping to reduce violence and improve security for US servicemen and women. Prior to joining the Department of Defense, Mr. Brinkley served as Senior Vice President of Customer Advocacy and Chief Information Officer for JDS Uniphase Corporation, the world leader in optical technologies used in the communications, display, and security markets with major operations in North America, Europe, and the Asia-Pacific region. He also served as Senior Vice President of Supply Chain Management, launching central supply management, planning, scheduling, and logistics functions. While at JDS Uniphase, he led one of the largest, most rapid business transformation efforts in the technology industry sector – migrating 40 acquired companies with over 25,000 employees in locations across North America, Europe, and Asia onto common operations, customer service, personnel, financial, and product development systems and processes in less than 18 months. Mr. Brinkley’s earlier experience includes senior management and technical roles in operations, engineering, and information technology with Nortel Networks. Mr. Brinkley holds bachelor’s and master’s degrees in industrial engineering from Texas A&M University and completed coursework requirements for a Ph.D. in operations research at North Carolina State University. A licensed professional engineer, he is the recipient of four U.S. patents for systems and process technologies, including a system incorporating unique algorithms for inventory optimization in multi-tiered distribution networks. He has published research on process optimization, production economics, and artificial intelligence in journals including the International Journal of Systems Science, Interfaces, the Journal of the Royal Statistical Society, and Technometrics. Mr. Brinkley has also served on the economic development advisory council to the Fujian Provincial Government in the People’s Republic of China.

Mr. David M. Fisher was announced as the first permanent Director of the Business Transformation Agency in March, 2007. He had served as the interim Director for the Agency since October, 2006. Mr. Fisher was part of the leadership team at the time of the original stand-up of the BTA in October, 2005, where he held the position of Director, Transformation Planning and Performance. In this role, he oversaw the end-to-end process for development of the DoD Business Enterprise Architecture (BEA) and Enterprise Transition Plan (ETP). In March, 2006, Mr. Fisher assumed the newly-created role of the Defense Enterprise Integration Executive, where he had the responsibility for oversight of the engagement between the BTA and the DoD Components (military departments and defense agencies) in terms of the implementation of the requirements depicted in the DoD's Business Enterprise Architecture (BEA) in the Components' large-scale business system transformation efforts. This effort had a particular focus on the Components' enterprise resource planning (ERP) system implementations. In July, 2006, he added to this role the responsibilities as the Director, Transformation Priorities and Requirements, where he was responsible for facilitating the relationship between the BTA and the functional leadership in the DoD Business Mission Areas in terms of future requirements that ultimately targeted for including in department-wide business transformation efforts. Mr. Fisher originally joined the Department of Defense in March, 2005, as the Special Assistant to the Deputy Under Secretary of Defense (Financial Management). In this capacity, he provided leadership for enterprise-level DoD business transformation, with a particular focus on finance transformation, visibility, and auditability. Prior to joining the Department of Defense, Mr. Fisher served as a Managing Director with the BearingPoint, where he focused on Account Management and Business Process Optimization for clients in the public and private sectors. Mr. Fisher managed a cross-section of BearingPoint's largest multi-functional and multi-site, packaged software implementations (including Oracle Applications, Siebel Systems, and MatrixOne). This included requirements gathering, process design, program communications, system configuration, test case management, and issue management. Mr. Fisher has published books such as, *Optimize Now (or else!): How to Leverage Processes and Information to Achieve Enterprise Optimization (and Avoid Enterprise Extinction 2004)* providing a unique perspective on challenges and opportunities for organizations in pursuit of enterprise-wide optimization. Mr. Fisher also served as a key speaker on business process optimization at conferences including Oracle AppsWorld and U.S. Process World. Mr. Fisher graduated with distinction from Stanford University with a Bachelor's degree in Communication. He completed his Master's of Business Administration at Santa Clara University's Leavey School of Business.

Major General Darryl A. Scott is Deputy Commander, Task Force to Improve Business and Stability Operations in Iraq, Office of the Deputy Under Secretary of Defense (Business Transformation), and Deputy Director, Defense Business Transformation Agency, the Pentagon, Washington, D.C. A native of Washington, D.C., Maj. Gen. Scott entered the Air Force after graduating from the U.S. Air Force Academy in June 1974. After initial assignments in computer operations, he transitioned to the contracting career field. He has subsequently served as a principal contracting officer for space, missile, aircraft, and command, control, communications, computers, intelligence, surveillance and reconnaissance systems. He commanded three times, served as Vice Commander, Warner Robins Air Logistics Center, Robins Air Force Base, Ga, and as Director, Defense Contract Management Agency, Alexandria, Va. He has served staff tours at both major command and Air Staff levels. Prior to assuming his current position, the general was Commander, Joint Contracting Command-Iraq/Afghanistan, Baghdad, Iraq. Maj. Gen. Scott reported directly to Commander, Multi-National Force-Iraq, and was responsible for planning, executing and managing mission-critical contracting efforts supporting U.S. and coalition forces, security operations, humanitarian relief and the reconstruction efforts in Iraq, Afghanistan and Pakistan. Maj. Gen. Scott received a Master's degree in logistics management, with distinction, from the Air Force Institute of Technology Graduate School of Systems and Logistics. He earned his Bachelor of Science degree in economics at the U.S. Air Force Academy. He is also a distinguished graduate of the Squadron Officer School, Air Command and Staff College, and the Industrial College of the Armed Forces. His awards and decorations include the Legion of Merit with oak leaf cluster, the Bronze Star, the Defense

Meritorious Service Medal, the Meritorious Service Medal with two oak leaf clusters and the Air Force Commendation Medal.

Mr. Robert E. Love is the Director, Warfighter Support Office (WSO), Business Transformation Agency (BTA). In this role, Mr. Love works across the Department of Defense, Secretariat, Service, and Combatant Commands to evaluate DoD business enterprise processes and associated systems affecting contracting, logistics, fund distribution, financial management, and align them to the theater commanders' needs. Previous to this assignment he served as the Director of Operations for the Task Force to Improve Business and Stability Operations in Iraq (TFBSO), Office of the Secretary of Defense (OSD), Deputy Under Secretary of Defense (Business Transformation). TFBSO worked in close cooperation with the Department of State, Interagencies, Government of Iraq and the Commanding General, Multi National Force Iraq and his subordinate commanders. The mission of TFBSO was to improve DoD business processes and systems and facilitate industrial revitalization throughout Iraq. From October 2005 until June 2006 Mr. Love served as the Director, WSO, BTA. He was instrumental in the establishment of the BTA and WSO. Mr. Love retired as a Colonel in the United States Marine Corps in August 2004. Colonel Love's career included a variety of assignments within the logistics community. He led the Marine Corps Capstone Modernization Effort, a flagship enterprise regarded by military and industry organizations as a model for transformation. After the September 11, 2001 attacks, Colonel Love acted as the Officer in Charge of the Reconstitution Liaison Support Team (RLST) and deployed to Kuwait/Iraq in support of Operation Iraqi Freedom (OIF). Upon his return, he was assigned as the Senior Logistics Advisor, Marine Corps Combat Development Command. After retiring, Mr. Love served as the Deputy Director for the Assistant Deputy Under Secretary of Defense (Logistics Systems Management), supporting major logistics system modernization efforts. Mr. Love holds bachelor's and master's of science degrees in business/material management and a master's of arts degree in National Security and Strategic Studies and is a graduate of the Armed Forces Staff College. He is the recipient of seven personal awards for outstanding performance of duties and has received the Federal Manager of the Year Award for superior leadership and management abilities. Mr. Love has been designated a Professional Logistician by the Air Force Institute of Technology (AFIT). In addition to his primary Military Occupational Specialty (MOS) of Logistician, Mr. Love is qualified as a Joint Specialty Officer, Material Management Officer, and Ground Supply Officer.

AFRICA CENTER FOR STRATEGIC STUDIES

Ambassador (ret.) Peter R. Chaveas was officially named Director to the Africa Center in December of 2006. He joined the Africa Center in 2004 as Deputy Director after retiring from the U.S. Foreign Service. He possesses more than 35 years of U.S. Government experience. His last Foreign Service assignment was as Ambassador to the Republic of Sierra Leone (2001-2004). He has also served as Ambassador to the Republic of Malawi (1994 to 1997). From 1993 to 1994, he was the Director of the Office of West African Affairs and from 1991 to 1993, Director of the Office of Southern African Affairs in the Department of State. Earlier assignments included those in Freetown, Sierra Leone, 1970-1973; Kaduna, Nigeria, 1973-1975; and the Department of State, 1976-1979. In 1980, he was appointed Deputy Chief of Mission in Niamey, Niger and in the absence of an Ambassador; he served as Charge d'Affaires from 1981 to 1982. From 1982 to 1985, he was the Principal Officer in Lyon, France; from 1985 to 1988, Counselor for Political Affairs in Lagos, Nigeria; and from 1988 to 1990, Principal Officer in Johannesburg, South Africa. Ambassador Chaveas also possesses previous experience with the Department of Defense, having served as the Political Advisor to the Commander-in-Chief of the United States Armed Forces in Europe (1997-2001). Ambassador Chaveas earned a Bachelor of Arts (with honors) from Denison University and a Master of Arts from Rutgers University, both in political science. He was a Mid-Career Fellow (economics) at the Woodrow Wilson School, Princeton University and a member of the Senior Seminar, the most advanced international affairs training offered by the U.S. Government. He speaks

French. From 1968-1970, he was a Peace Corps Volunteer in Chad. Ambassador Chaveas holds the Department of State's Superior and Meritorious Honor Awards and three Senior Performance Awards. He received an Alumni Citation and an Honorary Doctorate of Foreign Service from Denison University. He was awarded the Chairman of the Joint Chiefs of Staff Joint Distinguished Civilian Service Award in 2001. In 2004 he received the Secretary of State's Career Achievement Award. He is a member of the American Foreign Service Association.

Major General (ret.) Arnold Fields joined the Africa Center for Strategic Studies in January 2007 as Deputy Director. He had previously served the Africa Center as a Senior Leader Seminar participant in 2003, and later as facilitator and speaker for the Next Generation of African Military Leaders Course. General Fields has more than 34 years of service in administrative and combat leadership positions. Before joining the Africa Center, he served as the Chief of Staff and Special Advisor, Iraq Reconstruction and Management Office (IRMO), Department of State, U.S. Embassy Baghdad Iraq, where he assisted the Director of IRMO in coordinating \$18.4 billion dollars of U.S. Government appropriated funds for the reconstruction of Iraq. He was advanced to Major General on August 6, 1999. While serving in the Marine Corps, General Fields provided strategic management and leadership in support of an active duty force of over 172,000 Marines. At the time of his retirement from the Marine Corps, General Fields was serving as the Deputy Commander, US Marine Corps Forces Europe. During his long military career, General Fields held numerous active duty positions including Director of the Marine Corps Staff, Headquarters United States Marine Corps; Commanding General, Marine Corps Base, Hawaii, with dual responsibility as Deputy Commanding General, Third Marine Expeditionary Force; Chief, Evaluation and Analysis Division, Operational Plans and Interoperability Directorate, J-7, Joint Staff; and Commanding Officer of the Headquarters Battalion, Camp Fuji, Japan. Major General Fields also commanded the 3rd Battalion, 6th Marines, 2nd Marine Division and participated in combat operations against Iraqi forces in Kuwait during Operation Desert Shield and Desert Storm. General Fields holds a Bachelor of Science degree in Agriculture and a Master of Arts degree in Management. He is a graduate of the Amphibious Warfare School, the Marine Corps Command and Staff College, and the Army War College.

Dr. Monde Muyangwa currently serves as Academic Dean at the Africa Center for Strategic Studies. In this capacity, she oversees all curriculums and program development for the Africa Center, including in the areas of Security Studies, Counter-Terrorism, Civil-Military Relations, Defense Economics, and Conflict Management. Dr. Muyangwa possesses an extensive background in African development and U.S.-Africa relations. She currently participates on a number of Africa-related programs, including serving on the Advisory Council of the Ibrahim Index of African Governance, a project of the Mo Ibrahim Foundation. Before joining the Africa Center, she worked as Director of Research and then Vice President for Research and Policy at the National Summit on Africa from 1997-2000. There, she was responsible for overseeing the research, writing, and production of the Summit's publications pertaining to U.S.-Africa relations. Prior to joining the Summit, she worked as Director of International Education Programs at New Mexico Highlands University and as Tutor in African History, Politics and Economics at St. Clare's College, Oxford. She has served as a development and gender consultant, and has worked on a wide range of community development projects in southern Africa in the areas of education, housing, health, and nutrition. She has co-authored, with Margaret Vogt, a publication for the International Peace Academy titled *An Assessment of the Organization of African Unity's Mechanism for Conflict Prevention, Management and Resolution*. She holds a Ph.D. in International Relations and a BA in Politics, Philosophy and Economics from the University of Oxford, as well as a BA in Public Administration and Economics from the University of Zambia. She was a Rhodes Scholar, a Wingate Scholar, and the University of Zambia Class of 1986 Valedictory Speaker.

Mr. Clifford H. Bernath began work at the ACSS on April 15, 2004 and assumed his present position in April 2007. He is responsible for development, implementation and evaluation of strategic communications, media and public relations plans to increase awareness of the Africa Center among stakeholders and other constituents; and for ensuring that programs are effectively marketed to the greater Africa Center community. He plans and executes high profile events, media symposia and distinguished lecturers series on US-Africa policy and security related issues. Prior to coming to ACSS, Mr. Bernath served as Director of Conflict Resolution and Prevention for Refugees International under an Intergovernmental Personnel Assignment (IPA). He focused on improving peacekeeping operations in Africa as a means of preventing and shortening armed conflicts. He conducted firsthand research in West Africa (Sierra Leone, Liberia, Côte d'Ivoire, and Guinea) and the Great Lakes (Democratic Republic of Congo, Rwanda, and Uganda). He published four major peacekeeping studies and briefed his findings at the United Nations, various forums in Washington DC, Paris, London, Canada, and New York (including the Council on Foreign Relations). Mr. Bernath served for five years (1993-1998) as Principal Deputy Assistant Secretary of Defense for Public Affairs. In that position, he was the senior Public Affairs planner for media coverage of military exercises and combat operations. He directed the activities of the DoD National Media Pool. Mr. Bernath was responsible for all personnel actions for all military and civilian personnel assigned to the Office of the Assistant Secretary of Defense for Public Affairs. He also implemented a highly successful program for providing public affairs training to NATO Partnership for Peace (PfP) militaries. In that capacity, he conducted training and advised senior military and civilian officials in the Czech Republic, Poland, Hungary, Romania, Ukraine, Slovenia, Azerbaijan, Sweden and Russia. He also organized two PfP conferences for all partner countries in Washington DC and Garmisch, Germany. From April 1998 to January 2001, he was the Director of the American Forces Information Service (AFIS)—a worldwide organization serving the information needs of the Department of Defense. As the principal advisor to the Department of Defense leadership on all internal media matters, he was responsible for ensuring that members of the Armed Forces, their families, and Department of Defense Civilians had access to news, DoD information and entertainment wherever they are stationed around the world. He oversaw the operations of the American Forces Radio and Television Service (AFRTS) and the “Stars and Stripes” newspapers and the Defense Information School. He was one of the founders of the official DoD website “DefenseLink” and oversaw its operations during this period. Mr. Bernath is a retired Army officer. His overseas assignments included Vietnam and Turkey. He is currently a career Senior Executive Service (SES) employee with the Department of Defense. He holds a Bachelor of Arts degree from the University of Missouri and a Master of Science degree in Journalism and Mass Communications from Kansas State University. He is a graduate of the Federal Executive Institute in Charlottesville, VA.

INSTITUTE FOR DEFENSE AND BUSINESS

Mr. Mark C. Cramer is President and a member of the Board of Directors of the Institute for Defense and Business (IDB). He also serves as the Executive Director of the Center of Excellence in Logistics and Technology (LOGTECH) and was previously the acting Executive Director of the Center for Stabilization and Economic Reconstruction (CSER). Prior to assuming the duties of President in 2007, he served as Senior Vice President, legal counsel and Executive Secretary of the IDB, and he established the IDB's CSER activities and programs. He was involved in the formation of the IDB in 1997, and has been actively engaged in all of its programs and offerings since that time. He currently is an adjunct faculty member at the University of North Carolina's Kenan-Flagler Business School. While an attorney in private practice, Mr. Cramer also served from 1995 to 2006 as Executive Director of the Real Estate and Building Industry Coalition. From 1991 to 2003, he served as Secretary, Federal Liaison and legal counsel for the North Carolina Global TransPark Authority. Mr. Cramer also practiced land use law and was involved in real estate development in Charlotte. Prior to moving to Charlotte in 1985, Mr. Cramer served as General Counsel, Deputy General Counsel and Director of Congressional Relations for the U.S. Government Printing Office in Washington,

D.C. He also was in private practice in Washington, D.C., representing cities, counties, and other public bodies before the U.S. Congress and agencies of the federal government, as well as firms engaged in international trade matters. He helped to organize both the first U.S. trade mission to China and the first U.S. trade exhibition in China, after normalization of diplomatic relations between the two countries in 1979. Mr. Cramer has served on numerous boards and commissions, including service as a Liaison Member of the Administrative Conference of the United States. He currently is a member of the Board of Directors of the National Chamber Foundation and the Logistics Division of the National Defense Industry Association, among other activities. By appointment of the North Carolina Governor, he has served on the N.C. General Statutes Commission and the Blue Ribbon Commission on Urban Transportation Needs. Mr. Cramer has served as Chairman of the Zoning Board of Adjustment for Mecklenburg County and as a member of the Citizen's Transit Advisory Group. He also served as a member of the Electoral College of the United States in 1992. Mr. Cramer is a recipient of the Public Printer's Gold Medal for Distinguished Service to the U.S. Government Printing Office, the Order of the Long Leaf Pine presented by the Governor of North Carolina, and the North Carolina Department of Transportation's "Captain of First Flight" award. Mr. Cramer received his B.A. from the University of North Carolina at Chapel Hill, graduating Phi Beta Kappa, and his J.D. from the University of Virginia. He is a member of the Bar in North Carolina, Florida and the District of Columbia.

Col. Ted A. Brewer, USAF (Ret.) is Senior Vice President and Executive Secretary of the Institute for Defense and Business and is extensively involved in all of the programmatic offerings and operations of the Institute, including the LOGTECH, DAELP and CSER. His responsibilities include business development and expansions, public relations, forums and conferences, plus special projects with the Department of Defense. Colonel Brewer has been at the IDB since September 2004. Prior to his arrival in Chapel Hill, he served over twenty-eight years in the United States Air Force in a variety of assignments in Operations, Professional Military Education and Logistics. His most recent assignment was in for Headquarters Pacific Air Forces where he formed the first Logistics Readiness Division in the Air Force. His responsibilities included supply and transportation support encompassing \$3.3 billion in supply accounts, and \$620 million in War Reserve Materiel supporting seven major aircraft weapons systems. In 2002, he was a member of the initial cadre of senior Air Force logistics leaders who visited India to build a new strategic relationship with the Indian Air Force. Colonel Brewer's operations experience involved flying C-141 aircraft as an Instructor Aircraft Commander and a VOLANT SPOTLIGHT executive development tour in HQ Military Airlift Command where he directed Special Assignment Airlift Missions, including Presidential Support. From there, he attended and remained at AirUniversity's Air Command and Staff College (ACSC) where he led the College's initial CJCS accreditation. At ACSC he was recognized with the ACSC Foundation Faculty Achievement Award and the Wright Brothers Officer Ship Award. Follow-on assignments in the logistics arena included Command of the 316th Aerial Port Squadron in Yokota, Japan and an assignment at the Pentagon where he was the Transportation lead for war games, exercises and experiments, Joint policy and doctrine. He also ran two divisions simultaneously in the Transportation Directorate. After his Air Staff tour, Colonel Brewer was Commander of the 375th Logistics Group at Scott AFB, Illinois. His decorations include the Legion of Merit, the Meritorious Service Medal with five Oak Leaf Clusters, the Air Medal, and the Air Force Commendation Medal. Colonel Brewer has a BA in Biology from the University of North Carolina at Chapel Hill and an MA in Management and Public Administration from Webster College. He is a graduate of the LOGTECH Advanced Program in Logistics and Technology and attended the Advanced Transportation/Logistics Management Course at Northwestern University and the Logistics Executive Development Program at the University of Tennessee.

Ambassador (Ret.) David C. Litt served for 34 years as a career U.S. diplomat, specializing in the Middle East and Southwest Asia. In 2005-2006 he was the third-ranking officer at the U.S. Embassy in Baghdad, Iraq, with the title of Political-Military Counselor, providing policy advice to the U.S. Ambassador, and serving as liaison between the Embassy and the Multi-National Forces – Iraq. His final assignment as a Foreign Service Officer, prior to retirement in 2008, was as the Associate Director for International Liaison at the George C. Marshall European Center for Security Studies in Garmisch-Partenkirchen, Germany. Ambassador Litt entered the Foreign Service in 1974. He served as the U.S. Ambassador to the United Arab Emirates (1995-1998) and as Consul General in Dubai ten years prior. Ambassador Litt was Political Advisor to U.S. Central Command and U.S. Special Operations Command at MacDill Air Force Base, Florida (1998-2004). While at the Department of State, Ambassador Litt served as the Director of the Office of Northern Gulf Affairs (Iran and Iraq), and also as Desk Officer for Saudi Arabia. In addition to a tour as economic/commercial officer in Kabul, Afghanistan, in the late 1970s, he served twice as political officer in Damascus, Syria. Just prior to his recent service in Baghdad, he was the State Department's Diplomat-in-Residence at Duke University in Durham, North Carolina. Other assignments included Deputy Chief of Mission at the U.S. Embassy in Niamey, Niger, and as a consular officer in Palermo, Italy. Among several other languages, he speaks Italian, French, Arabic, and Afghan-Persian (Dari). Ambassador Litt received the Secretary of Defense Meritorious Civilian Service Award in 2004 and USSOCOM's Civilian Award for Outstanding Service in 2002. He also received the State Department's Superior Honor Award in 2002 and 2004 for his work with the U.S. military and in 2000 for his proposals to improve strategic planning at the Department of State. In addition, he earned a Superior Honor Award for his service as Ambassador to the UAE, and the Meritorious Honor Award as DCM in Niger. Ambassador Litt was born on Dec. 27, 1949, in Pittsburgh, PA, and grew up in Miami, FL. He received a bachelor's degree with majors in history and French from the University of North Carolina at Chapel Hill in 1971, and a master's degree in International Relations from the Johns Hopkins School of Advanced International Studies (SAIS) in Washington, D.C. in 1973. At SAIS, he specialized in European affairs and international economics. He attended Harvard University's Program for Senior Executives in National and International Security at the John F. Kennedy School of Government in 2000.

APPENDIX B: FACILITATOR AND GUEST SPEAKER BIOGRAPHIES

Mr. Joel D. Barkan is Senior Associate at the Center for Strategic and International Studies and Professor Emeritus of Political Science at the University of Iowa. A specialist on issues of democratization and political economy across Anglophone Africa, Barkan served as the first regional democracy and governance advisor for Eastern and Southern Africa at USAID from 1992 to 1994. Since then he has straddled the worlds of academe and the policy community by consulting extensively for USAID, UNDP, and the World Bank. Dr. Barkan has been a visiting fellow at the United States Institute of Peace (1997-98), the Woodrow Wilson International Center for Scholars (2001-2) the University of Cape Town (2004, 2005, 2007), and the National Endowment for Democracy (2000, 2005-6). He has written extensively on political processes and democratization in Africa including articles in the *American Political Science Review*, the *American Journal of Political Science*, *Foreign Affairs*, *The Journal of Democracy*, and *World Politics*. During the recent crisis in Kenya he made multiple appearances on the *Newshour with Jim Lehrer*, CNN, BBC, CBC, NPR, Al Jazeera, and the *Washington Post*.

Mr. Michael Bittrick has served as Deputy Director of Security Affairs for the Office of Regional and Security Affairs in the Africa Bureau of the State Department since 2002. In this role, his work has focused on the issues of conflict management, US regional security policy toward Africa, program planning and oversight, budget justification for security assistance programs in Africa, peacekeeping and peace enforcement operations, disarmament and demobilization activities, humanitarian programs and operations, de-mining, and assisting with ongoing conflict resolution efforts in several countries in sub-Saharan Africa. His previous positions include: Military Advisor, Africa Bureau, State Department, December 1999-October 2002; Defense Attaché, US Embassy, Luanda, Angola, 1998-1999; Battalion Executive Officer and Brigade Operations Officer in 501st Military Intelligence Brigade, 1995-1997, Seoul, Republic of Korea; and Country Director for Central Africa and Somalia/Rwanda, Office of the Secretary of Defense, Washington DC, 1993-1995. He has also held staff and command assignments in various military organizations in the US, Africa, and the Republic of Korea. Mr. Bittrick received a BS in Engineering from the US Military Academy at West Point (United States) in 1982, and an MS in Strategic Intelligence (Africa Concentration) from the Defense Intelligence College (United States) in 1987. He has fluent command of French and Portuguese.

Dr. Stephen F. Burgess is Associate Professor and Deputy Chair, Department of International Security Studies, U.S. Air War College and an Associate Director of the U.S. Air Force Counterproliferation Center (CPC). Since 1999, he has taught courses on U.S. national security decision-making, global security, international organizations and peace operations (peace and stability operations), and African politics and security. His three books are *South Africa's Weapons of Mass Destruction* (with Helen Purkitt), Indiana University Press, 2005, *Smallholders and Political Voice in Zimbabwe*, and *The United Nations under Boutros Boutros-Ghali, 1992-97*. Dr. Burgess co-authored a monograph for the USAF CPC, *The Rollback of the South African Chemical and Biological Warfare Program*, featured on 60 Minutes and in *The New York Times* and *The Washington Post*. He continues to research and publish on African, South Asian, and United Nations security issues. Before 1999, Dr. Burgess was a faculty member at Vanderbilt University, the University of Zambia, and Hofstra University. He completed his Ph.D. at Michigan State University and was a Fulbright research fellow at the University of Zimbabwe.

Dr. David Cooper became Acting Director of Outreach for U.S. Africa Command in December 2007. In this capacity he is responsible for managing the organization's international, interagency, and non-governmental partnerships, strategic communication, and a Washington office. He is a career member of the Senior Executive Service (SES) of the United States on detail from the Office of the Secretary

of Defense. Prior to his current assignment Dr. Cooper served as the Principal Director for Homeland Security Integration within the Office of the Under Secretary of Defense for Policy. His duties included managing all aspects of strategic planning, interagency and intergovernmental coordination, international cooperation and capacity building, strategic communications, and capability assessment and budget advocacy activities related to Department of Defense (DOD) homeland defense and security missions. Before that he served as Director for Nonproliferation Policy from May 2003 to January 2007. In this capacity he managed all aspects of the development and implementation of a broad range of Defense Department and United States Government policies to prevent the spread of weapons of mass destruction (WMD) and their means of delivery. His specific responsibilities included: WMD-related interdiction including the Proliferation Security Initiative (PSI); negotiation and implementation of multilateral nonproliferation treaties; international nuclear safeguards; export control regimes; regional WMD disarmament; and, nonproliferation sanctions. He served as U.S. Head of Delegation to the PSI Operational Experts Group (OEG) process, as well as U.S. Representative to the United Nations Panel of Governmental Experts on Missiles. He also led CWC Host Country Agreement (HCA) negotiations and bilateral counter-proliferation talks with several key countries. He previously served as Director of the Office of Strategic Arms Control Policy, managing U.S.-Russian nuclear treaty issues including negotiation, ratification, and implementation of the "Moscow Treaty" and implementation of the START and INF treaties, and other bilateral nuclear initiatives. He joined the Defense Department in 1990 as a Presidential Management Intern (PMI) and has worked on a wide variety of nonproliferation, arms control, and regional security issues. Prior to joining government he was an executive with a market research company in New York. He holds a PhD in Political Science and International Relations from The Australian National University, a Master of International Affairs from Columbia University, and is a graduate of Oberlin College. He is the author of various articles and a book (*Competing Western Strategies Against the Proliferation of Weapons of Mass Destruction*, Praeger: 2002) and has served as an Adjunct Associate Professor of International Affairs at Georgetown University.

Mr. Michael Coulter serves as the Principal Deputy Assistant Secretary of Defense for International Security Affairs. He is a principal advisor to the Secretary of Defense on the formulation and coordination of international security strategy and policy, with responsibility for Africa, Europe and NATO, Eurasia, and the Middle East and Arabian Gulf. Prior to joining the Department of Defense, Mr. Coulter served at the Department of State, where he was appointed Deputy Assistant Secretary of State for Political-Military Affairs (2005-2007). As Deputy Assistant Secretary, Mr. Coulter was responsible for U.S. government policy direction in the areas of international security, security assistance, military operations, humanitarian assistance, and defense trade. Prior his appointment, Mr. Coulter served at the State Department in different capacities, including Senior Advisor for Coalitions, Chief of Staff of the Bureau of Political-Military Affairs, Special Assistant to the Deputy Secretary of State, and Foreign Policy Advisor (POLAD) to the Commanding General of Combined Joint Task Force-76, Operation Enduring Freedom, Afghanistan. Prior to joining the Administration, Mr. Coulter served on Capitol Hill. He worked foreign policy, national security, and military policy, first for Senator John Warner (VA) and then for Senator Chuck Hagel (NE). Mr. Coulter is also an officer in the U.S. Navy Reserve, with experience in the Middle East (CENTCOM), Europe (EUCOM), and the Americas (SOUTHCOM). Mr. Coulter has received the State Department's Superior Service Award (3), the U.S. Army's Superior Civilian Service Medal, the U.S. Navy and Marine Corps Achievement Medal, and the Global War on Terrorism and Global War on Terrorism Expeditionary Medals, among other awards and recognitions. Mr. Coulter received his MA (National Security Studies) as well as Command and Staff diploma from the U.S. Naval War College in Newport, Rhode Island and his BA (Political Science) from the University of Maryland at College Park. Mr. Coulter has also studied at the National Defense University.

Major General (ret.) Arnold Fields joined the Africa Center for Strategic Studies in January 2007 as Deputy Director. He had previously served the Africa Center as a Senior Leader Seminar participant in 2003, and later as facilitator and speaker for the Next Generation of African Military Leaders Course. General Fields has more than 34 years of service in administrative and combat leadership positions. Before joining the Africa Center, he served as the Chief of Staff and Special Advisor, Iraq Reconstruction and Management Office (IRMO), Department of State, U.S. Embassy Baghdad Iraq, where he assisted the Director of IRMO in coordinating \$18.4 billion dollars of U.S. Government appropriated funds for the reconstruction of Iraq. He was advanced to Major General on August 6, 1999. While serving in the Marine Corps, General Fields provided strategic management and leadership in support of an active duty force of over 172,000 Marines. At the time of his retirement from the Marine Corps, General Fields was serving as the Deputy Commander, US Marine Corps Forces Europe. During his long military career, General Fields held numerous active duty positions including Director of the Marine Corps Staff, Headquarters United States Marine Corps; Commanding General, Marine Corps Base, Hawaii, with dual responsibility as Deputy Commanding General, Third Marine Expeditionary Force; Chief, Evaluation and Analysis Division, Operational Plans and Interoperability Directorate, J-7, Joint Staff; and Commanding Officer of the Headquarters Battalion, Camp Fuji, Japan. Major General Fields also commanded the 3rd Battalion, 6th Marines, 2nd Marine Division and participated in combat operations against Iraqi forces in Kuwait during Operation Desert Shield and Desert Storm. A native of Early Branch, S.C., General Fields holds a Bachelor of Science degree in Agriculture and a Master of Arts degree in Management. He is a graduate of the Amphibious Warfare School, the Marine Corps Command and Staff College, and the Army War College. His decorations include the Distinguished Service Medal; Defense Superior Service Medal with Palm in lieu of second award; Bronze Star Medal with Combat "V"; and Combat Action Ribbon. He is also a recipient of the Department of State's Superior Honor Award and the South Carolina Order of the Palmetto, the States highest civilian award. General Fields also serves as a member of the Marine Corps University Board of Visitors.

Dr. Christopher Fomunyoh is the Senior Associate for Africa and Regional Director at NDI. He has organized international election observation missions to dozens of African countries; and has designed and supervised country-specific democracy support programs with civic organizations, political parties and legislatures in over 20 countries. Dr. Fomunyoh interacts regularly with African heads of state, cabinet ministers, elected officials, and political and civic leaders. He recently designed and helped launch the African Statesmen Initiative (ASI), a program aimed at facilitating political transitions in Africa by encouraging democratic former Heads of State to engage in humanitarian issues, conflict mediation, and other key sectors of political, economic and human development. Dr. Fomunyoh has published a number of articles in academic journals on African politics and democratization. He holds a Licence en Droit from Yaoundé University in Cameroon, a Master's Degree (LL.M.) in International Law from Harvard Law School; and a Ph.D. in Political Science from Boston University. Dr. Fomunyoh is a former adjunct professor of African Politics and Government at Georgetown University. He also is the founder of a non profit organization www.tffcam.org interested in supporting democracy and humanitarian causes in Cameroon. He is fluent in English and French.

Colonel Thomas P. Galvin is the Director of the Commander's Action Group and Special Assistant to the Commander, U.S. Africa Command, a position he has held since October 2007. His military service has included overseas tours in Korea, Saudi Arabia, Kuwait, Bosnia, and three tours in Germany. Prior to assuming his current position, Colonel Galvin was Director of the Deputy Commander's Action Group of U.S. European Command; Deputy Director of the Commander's Initiatives Group, U.S. Army Europe and Seventh Army; and Director of the Commander's Action Group, Stabilization Force, Bosnia and Herzegovina.

Mr. Andrew S. Haeuptle is the Deputy Director of the Task Force to Improve Business and Stability Operations in Iraq TF BSO). The Task Force was established in June of 2006 by the Deputy Secretary of Defense to stimulate economic growth to counter an insurgency fueled by rampant unemployment and lack of economic development. Prior to his assignment with TF BSO, Mr. Haeuptle was the Director of the Warfighter Support Office, Business Transformation Agency. In this role, Mr. Haeuptle works across the five Core Business Missions to facilitate near-term process and system implementation in direct support of warfighter requirements. Mr. Haeuptle is a retired Marine Corps Colonel who spent over half his career in operational and deployed units. While stationed at Camp Pendleton, California, Mr. Haeuptle served as the Executive Officer for the 1st Brigade Service Support Group, leading an operational logistics organization that supported 16,000 Marines and their associated equipment. Also during his time at Camp Pendleton, he commanded a 1,200-person organization and managed a \$10 million budget that provided maintenance support to the largest warfighting organization in the Marine Corps. He has more than ten years of military leadership experience within the executive branch. His career has included many high-profile positions within the Marine Corps, the Office of the Secretary of Defense, and the National Security Council. In his last position as the Director for Defense Policy and Support for Military Operations for the National Security Council, Mr. Haeuptle analyzed current military operations, provided policy recommendations, and coordinated with U.S. government agencies to implement approved U.S. defense policy. Mr. Haeuptle holds a Bachelor's degree in Political Science from The Ohio State University; a Master's degree in National Resource Planning from the National Defense University; and a Master's degree in National Security Studies from Georgetown University.

Dr. Mathurin C. Hounnikpo is the Academic Chair of Security Studies at the Africa Center of Strategic Studies. In this capacity, Dr. Hounnikpo oversees curriculum and program development in the area of security studies focusing on security challenges in Africa (including those pertaining to human security, democratic transition and conflict) and the role of national security strategies in addressing these challenges. Prior to joining the Center, Dr. Hounnikpo taught in the Program of International Studies at Miami University in Oxford, Ohio. He also held several teaching positions with both the Metropolitan State College of Denver and the University of Denver in Denver, Colorado. Dr. Hounnikpo served as Head of the Department of Consular Documents for the Ministry of Foreign Affairs, in Benin from 1983-1986 and again from 1989-1990. He also served as Associate Editor for *Africa Today*, a publication of the University of Denver's Graduate School in International Studies. Dr. Hounnikpo was a Fulbright Grantee, and participated in the George W. Shepherd Fellowship as well as a recipient of grants and awards for research and leadership. He is the author of *Africa's Elusive Quest for Development* (2006); *Economic Integration & Development in Africa* (with H. Kyambalesa, 2006); *Not Yet Democracy: West Africa's Slow Farewell to Authoritarianism* (with B. N'Diaye and A. Saine, 2005); *L'Illusion Démocratique en Afrique* (2004); *Des Mots pour les Maux de l'Afrique* (2004); *Determinants of Democratization in Africa* (2001), and other books and articles. He holds a Ph.D. in Political Science from the University of Paris VIII, Saint-Denis, France and a Ph.D. in International Studies from the University of Denver (US). Dr. Hounnikpo is fluent in French and has a working knowledge of Spanish.

Rear Admiral (ret.) Richard Jaskot is currently a Senior Associate at Booz Allen Hamilton, Inc., working International Business, with a professional focus in political-military relations and strategy development, for U.S. and International governments, and private sector clients globally. Mr. Jaskot joined Booz Allen in April 2006 after completing a successful 31 year career in the U.S. Navy. Since joining Booz Allen, he has focused on US Combatant Command and NATO command support. He has responsibility for support to US European Command, and has been the primary Booz Allen interlocutor for creating and developing support for the newest Combatant Command, US Africa Command. Prior to this, Mr. Jaskot served in the US Navy from 1975 to 2006. From 2003 to 2006, Mr. Jaskot served as Commandant of the National War College in Washington DC where he led and managed a Master's Degree producing College whose focus is National Security Strategy Development, and whose students are senior government officials from both the U.S. and 32

international nations. From 2001 to 2003, he served as Deputy, Plans and Policy, J-5, U.S. European Command where he was responsible for preparation of USEUCOM political-military strategy for 96 nations in Europe, Eurasia (to include Russia) and Africa.

Dr. Margaret C. Lee is an Associate Professor of African Studies, Department of African and Afro-American Studies, The University of North Carolina at Chapel Hill. She has taught at Johns Hopkins University, Georgetown University, American University, Spelman College, and Tennessee Technological University. Professor Lee has been a Visiting Scholar at the University of Oslo and a Research Fellow at the Africa Institute of South Africa. She has been a consultant for the Council on Foreign Relations, the U.S. Department of Education, the U.S. State Department, and USAID. Her book publications include *The Political Economy of Regionalism in Southern Africa* (2003), *SADCC: The Political Economy of Development in Southern Africa* (1989), *Unfinished Business: The Land Crisis in Southern Africa* (2003, co-editor) and *The State and Democracy in Africa* (1997, 1998, co-editor). Professor Lee's current research focuses on Africa and the international trade regime. She has received research support from the Harry Frank Guggenheim Foundation and since 2003 has been an advisor to Guggenheim's Young African Scholars' project. Professor Lee holds an MA and a PhD in Public and International Affairs from the University of Pittsburgh (United States), and a BA in Political Science from Spelman College (United States). Professor Lee has participated in several Africa Center programs.

Dr. Andre Le Sage is the Academic Chair for Terrorism and Counterterrorism at the Africa Center for Strategic Studies. In this capacity, Dr. Le Sage oversees the Africa Center's curriculum and program development aimed at creating an enhanced understanding of terrorism threats and vulnerabilities in Africa, building national and regional capacity for tackling terrorism, and fostering cooperation on counter-terrorism initiatives. Previously, Dr. Le Sage worked across the Horn of Africa, East Africa and Central Africa with the United Nations, *Médecins Sans Frontières* and other organizations. He was Political Advisor to the Somalia National Reconciliation Conference, and has worked with other peace processes and negotiations efforts in Africa and Southeast Asia. His research and publications have focused on militia-faction politics, Islamic movements, and counter-terrorism efforts in Somalia, particularly Mogadishu. In 2007, Dr. Le Sage authored a study of "Africa's Vulnerabilities to Terrorism and the US Response" for the Department of Defense's Office of African Affairs. He is also the author of *African Counterterrorism Cooperation: Regional and Sub-Regional Initiatives* (NDU Press / Potomac Books, September 2007), and is currently completing a book on *Somalia's Islamic Challenge: Political Islam and Counter-Terrorism* for Cambridge University Press. He holds an M.A. in International Relations from Yale University (US), and a Ph.D. from Cambridge University's Faculty of Social and Political Science (UK).

Ambassador (Ret.) David C. Litt served for 34 years as a career U.S. diplomat, specializing in the Middle East and Southwest Asia. In 2005-2006 he was the third-ranking officer at the U.S. Embassy in Baghdad, Iraq, with the title of Political-Military Counselor, providing policy advice to the U.S. Ambassador, and serving as liaison between the Embassy and the Multi-National Forces – Iraq. His final assignment as a Foreign Service Officer, prior to retirement in 2008, was as the Associate Director for International Liaison at the George C. Marshall European Center for Security Studies in Garmisch-Partenkirchen, Germany. Ambassador Litt entered the Foreign Service in 1974. He served as the U.S. Ambassador to the United Arab Emirates (1995-1998) and as Consul General in Dubai ten years prior. Ambassador Litt was Political Advisor to U.S. Central Command and U.S. Special Operations Command at MacDill Air Force Base, Florida (1998-2004). While at the Department of State, Ambassador Litt served as the Director of the Office of Northern Gulf Affairs (Iran and Iraq), and also as Desk Officer for Saudi Arabia. In addition to a tour as economic/commercial officer in Kabul, Afghanistan, in the late 1970s, he served twice as political officer in Damascus, Syria. Just prior to his recent service in Baghdad, he was the State Department's Diplomat-in-Residence at Duke University in Durham, North Carolina. Other assignments included Deputy Chief of Mission at the U.S. Embassy in Niamey, Niger, and as a consular officer in Palermo, Italy. Among several other

languages, he speaks Italian, French, Arabic, and Afghan-Persian (Dari). Ambassador Litt received the Secretary of Defense Meritorious Civilian Service Award in 2004 and USSOCOM's Civilian Award for Outstanding Service in 2002. He also received the State Department's Superior Honor Award in 2002 and 2004 for his work with the U.S. military and in 2000 for his proposals to improve strategic planning at the Department of State. In addition, he earned a Superior Honor Award for his service as Ambassador to the UAE, and the Meritorious Honor Award as DCM in Niger. Ambassador Litt was born on Dec. 27, 1949, in Pittsburgh, PA, and grew up in Miami, FL. He received a bachelor's degree with majors in history and French from the University of North Carolina at Chapel Hill in 1971, and a master's degree in International Relations from the Johns Hopkins School of Advanced International Studies (SAIS) in Washington, D.C. in 1973. At SAIS, he specialized in European affairs and international economics. He attended Harvard University's Program for Senior Executives in National and International Security at the John F. Kennedy School of Government in 2000.

Colonel Patrick H. Mackin currently serves as the Director for Public Affairs for US Africa Command in Stuttgart, Germany. Prior to this assignment, Colonel Mackin served as the Director of Strategic Outreach for the US Africa Command Transition Team from May 2007 until October 2007. His other recent assignments include: Chief, Joint Training, Readiness and Exercise Division (J37), EUCOM Plans and Operations Center, US European Command, 2006-2007; Deputy Director, Public Affairs, US European Command, 2004-2006; Student, Industrial College of the Armed Forces (ICAF), National Defense University (NDU), 2004-2005; Chief, Strategic Communications Division, Office of the Chief of Public Affairs, US Army Pentagon, 2001-2003.

Dr. Gwendolyn Mikell is Director of African Studies and Professor of Anthropology and Foreign Service at Georgetown University. Her distinguished career in education has included faculty positions at Columbia and Rutgers Universities. Dr. Mikell has also served as: Adjunct Senior Fellow in the Africa Studies Program at the Council on Foreign Relations; President of the African Studies Association; member of the Executive Board of the National Summit on Africa; 1996 Program Chair of the American Anthropological Association; and member of the board of the Association for Women in Development. Her consulting appointments have included: the Nigeria Working Group of the Council on Foreign Relations; Nigerian Elections and Democratic Transitions; National Democratic Institute; Emerging African Business Sessions of the Nutrasweet Company; U.S. Information Agency; the Carter Presidential Center; and the Museum of African Art. Dr. Mikell has written numerous articles and books, among them *Cocoa and Chaos in Ghana* and *Gender and Peacebuilding during African Political Transitions*. Dr. Mikell received her Ph.D. and MA degrees from Columbia University. She holds a BA from the University of Chicago.

Dr. Julius E. Nyang'oro is currently Professor and Chairperson of African and Afro-American Studies at the University of North Carolina at Chapel Hill (United States), where he has been a faculty member since 1990. He is a consultant for The Civil Society Task Force, MWENGO, and previously served in a variety of positions, including as a visiting professor and Head of the Political Science Unit at the University of Asmara (Eritrea) (1996-1997). Dr. Nyang'oro was also the Executive Director of the Institute for Comparative Studies of Africa and Afro-America, an instructor and coordinator for the UNITAS program at the University of North Carolina at Chapel Hill, and he taught at the Salzburg Seminar in Austria (1998). Dr. Nyang'oro has over 20 years of experience in international consultancies in Africa dealing with democratization, civil society, and human rights with projects in Burundi, Eritrea, Ethiopia, Kenya, Malawi, South Africa, Sudan, Tanzania, Zambia and Zimbabwe, among others. He is a member of several professional organizations, including the African Studies Association, the African Association of Political Studies, the International Studies Association, and the American Political Science Association. He has also served on many committees and boards, including several at the University of North Carolina, the African Studies Association Task Force on Sustainable Development in Africa, the Editorial Board of the American Review of Politics, and the Current Issues Committee of the African Studies Association. He is the author of

more than 50 articles and chapters on civil society, democratic development, state building, and political economy, and has also authored and/or edited nine books. Dr. Nyang'oro earned his JD from Duke University (United States) in 1990, a PhD (1983) and an MA (1978) in Political Science from Miami University (United States), and a BA in Political Science from the University of Dar es Salaam (Tanzania) in 1977. He has participated in previous Africa Center events.

Mr. James Swan has been Deputy Assistant Secretary for African Affairs since December 2006. In this capacity, he is responsible for the Bureau's offices for Central Africa, East Africa and Regional Security Affairs. Immediately prior to this assignment, Mr. Swan was the Director of Analysis for Africa in the Bureau of Intelligence and Research (2005-2006). A career member of the Senior Foreign Service, Mr. Swan has devoted most of his professional life to countries facing complex political transitions, notably in Africa. His overseas assignments have included service as Deputy Chief of Mission at the U.S. Embassies in Kinshasa, Democratic Republic of the Congo (2001-2004) and in Brazzaville, Republic of Congo (1998-2001). Earlier in his career he was the Somalia Watcher in Nairobi, Kenya (1994-1996) and Chief of the Political Section in Yaounde, Cameroon (1992-1994). He has also served in Port-au-Prince, Haiti and Managua, Nicaragua. In Washington, he was the Zaire (later Democratic Republic of the Congo) Desk Officer (1996-1998). Mr. Swan holds a Bachelor of Science in Foreign Service from Georgetown University, a Master of Arts in International Relations from Johns Hopkins School of Advanced International Studies, and a Master's degree in Security Studies from the National War College, where he was a 2005 Distinguished Graduate.

Mr. Larry Velte joined the Near East South Asia Center for Strategic Studies Center (NESA) on 1 October 2005 following a 37 year career as an Army officer and Department of Defense civilian. Between 1992 and 2005, Mr. Velte served as Deputy Chief of the Middle East Division in the Joint Staff's Strategic Plans and Policy Directorate (J-5). His duties included providing information, analysis, and policy recommendations to the Chairman of the Joint Chiefs of Staff and the senior military leadership on issues including strategy and policy toward Iraq and Iran, regional counter-terrorism action plans, Syrian-Israeli negotiations over the Golan Heights, and the development of the NATO Mediterranean Dialogue. He was also responsible for Washington Interagency coordination of military cooperation programs with regional partners such as Egypt, Jordan, Morocco, Tunisia, and Algeria. During his military career, Mr. Velte was a Middle East Foreign Area Officer and served tours of duty in Tunis, Jerusalem (as a United Nations Military Observer), and Amman (as the Army Attache.) He also served FAO assignments in Washington, DC, and other military assignments in Thailand and Vietnam and the United States. Mr. Velte is a graduate of Dickinson College and the University of Pittsburgh's Graduate School of Public and International Affairs.

Ambassador Mary Carlin Yates, a senior U.S. diplomat, is Deputy to the Commander for Civil-Military Activities (DCMA) of United States Africa Command. Among U.S. geographic commands, AFRICOM is unique in having two co-equal deputies -- a civilian deputy and a military deputy. The DCMA's military counterpart is the Deputy to the Commander for Military Operations (DCMO). As U.S. Africa Command's DCMA, Ambassador Yates directs the command's plans and programs associated with health, humanitarian assistance and de-mining action, disaster response, security sector reform, and Peace Support Operations. She also directs Outreach, Strategic Communication and AFRICOM's partner-building functions, as well as assuring that policy development and implementation are consistent with U.S. Foreign Policy. From September 2005 through September 2007, Ambassador Yates served as Foreign Policy Advisor (POLAD) to the United States European Command (EUCOM). European Command's Area of Responsibility encompasses 92 countries in Europe, Eurasia, Africa and the Middle East. In her capacity as POLAD, Ambassador Yates provided vital diplomatic and political policy advice and analysis to the commander and senior staff thus ensuring U.S. foreign policy was coordinated with the Commander's theater security policies and regional strategy objectives. As senior policy advisor, she provided critical "reach-back" between the Command and the Department of State, National Security Council, and the numerous U.S. embassies throughout this vast AOR. She was awarded the Department of Defense's highest civilian honor, the

Joint Meritorious Civilian Service Award, for this outstanding service. Ambassador Yates is a Career Member of the Senior Foreign Service, Class of Minister Counselor, who began her diplomatic career in 1980. She served as U.S. Ambassador to the Republic of Ghana from 2002 until 2005 and was recognized with Presidential Performance Award for Excellence in 2004. While Ambassador to the Republic of Burundi from 1999 until 2002, she worked extensively to bring peace and stability through the Burundian Peace Process in Arusha, led by former South African President Nelson Mandela. Her service in Kinshasa, Zaire (Congo) as Political Officer and then Public Affairs Counselor from 1991-95 occurred during the genocide in neighboring Rwanda. She earned both the department's Superior Honor Award for "her diplomatic efforts in Goma, Zaire under extreme hardship conditions" and the prestigious USIA Lois Roth Award for Excellence in Information and Cultural Diplomacy for promoting political and democratic institutions in Zaire (Congo). Ambassador Yates also served in U.S. Embassy, Paris from 1995-99 first as Press Attaché for Ambassador Pamela Harriman and then as Senior Cultural Attaché. Her other assignments included Office Director in the Bureau of Public Affairs of the East Asia and Pacific Affairs at the Department of State; Assistant Information Officer and Spokesperson for the U.S./Philippine Military Bases Talks in Manila, and as Branch Public Affairs Officer in Kwangju, Korea. She has earned a Sustained Superior Honor Award, another Superior Honor Award, and two Meritorious Honor Awards. Ambassador Yates earned her BA in English from Oregon State University and a Masters in Comparative East-West Humanities from New York University (NYU), where she advanced to candidacy for the Doctor of Philosophy degree in Asian Studies. She was awarded an Honorary Doctorate of English from her alma mater Oregon State University in June 2007, where she delivered the commencement address. Her languages are French and Korean.

APPENDIX D: SYMPOSIUM STAFF

Program and Operations

Faculty

Dean

Dr. Monde Muyangwa

Facilitators

1. Dr. Mathurin Hounnikpo
2. Dr. Andre Le Sage
3. Ms. Elisabeth Feleke
4. Dr. Gwen Mikell
5. Dr. Chris Fomunyoh
6. Mr. Mike Bittrick
7. Dr. Julius Nyang'oro
8. Rear Admiral (ret.) Richard Jaskot
9. Mr. Lawrence Velte
10. Dr. Margaret Lee
11. Dr. Stephen Burgess

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5. Ms. Megan Vaughan-Albert

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Ambassador (Ret.) David C. Litt**