
NEAR EAST SOUTH ASIA
CENTER FOR STRATEGIC STUDIES



**Washington Embassy Orientation
Seminar 01-22**

“Working in Washington”

18-22 October 2021

**The Mayflower Hotel
1127 Connecticut Avenue NW, Washington, DC 20036**

Course Directors:	Professor Brianne Todd
	Professor Michael Sharnoff
Program Planner:	Ms. Amira Siddiqi
Participant Programs:	Mrs. Nour Negley & Ms. Emily Santucci

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ENGAGEMENT • EDUCATION • OUTREACH

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Seminar Objectives

During this seminar, participants will:

- Analyze the various actors and organizations that inform and influence how the U.S. government works.
- Discuss best practices for how their Embassies can more effectively engage key actors in the U.S. government and other organizations in Washington.
- Examine ways in which to communicate their country's interests and policies to a U.S. audience in a succinct and compelling manner.
- Further develop their professional networks by engaging U.S. experts and other Embassy representatives.

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PROGRAM OVERVIEW

Learning how the U.S. government works can be a daunting task, particularly for foreign diplomats and defense attachés who have recently arrived to work at their Embassies in Washington, D.C. Even experienced professionals who have previously served in the United States often find that they must learn how to adapt to the style and processes specific to the current actors in government.

This seminar is designed to provide participants with the knowledge and resources necessary to navigate the U.S. government. The half-day, week-long program is designed to provide busy professionals with insight into the policy-making process, discussions about current events with prominent experts, and opportunities to meet new colleagues from other Embassies. At the end of the seminar, participants will become NESAs alumni, which grants them invitations to select events, alumni reunions, and access to NESAs expertise and resources.

Monday, October 18	Tuesday, October 19	Wednesday, October 20	Thursday, October 21	Friday, October 22
Administrative In-processing NESA Course Director's Welcome & Seminar Overview Participant Introductions (01) How the Biden Administration Works: A View from the National Security Council (02) How Washington Works: Understanding the U.S. Government's Power Centers	(03) Navigating the Bureaucracy, Part I: Working with the U.S. Department of State (04) Navigating the Bureaucracy, Part II: Working with the U.S. Department of Defense	(05) Navigating the Bureaucracy, Part III: Working with Congress (06) How Think Tanks Influence Policy in Washington	(07) Sharing Your Country's Story (08) Engaging with the U.S. Media	(09) "What I Know Now That I Wish I Knew Then" – Best Practices & Lessons Learned from Working in Washington (10) Resources to Facilitate Your Work in Washington NESA Social Media and Alumni Overview

Monday, October 18

0800 Participants arrive at the Mayflower Hotel

0800 – 0830 **Administrative in-processing, registration, and coffee**

0830 – 0845 **Course Director's Welcome and Seminar Overview**

Dr. Michael Sharnoff, Professor, NESACenter for Strategic Studies

0845 – 0900 **Participant Introductions**

0900 – 1015 **Session 01 How the Biden Administration Works:
A View from the National Security Council**

Moderator: *Dr. Michael Sharnoff, Professor, NESACenter for Strategic
Studies*

Speakers: *LTG Terry Wolff, USA (Ret.), Director, NESACenter for
Strategic Studies*

Every Presidential administration is unique and understanding the White House's perspective and influences is essential to participating in the policy-making process. During this session, participants will learn more about how President Biden and his administration function and what the implications are for their Embassy and country objectives.

1015 – 1045 Coffee and networking break

1045 – 1200 **Session 02 How Washington Works:
Understanding the U.S. Government's Power Centers**

Moderator: *Dr. Michael Sharnoff, Professor, NESACenter for Strategic
Studies*

Speakers: *Dr. Michael Bell, Provost, National Defense University of the
Kingdom of Saudi Arabia; Professor, NESACenter for Strategic
Studies; former Special Assistant to the President for National
Security Affairs and Senior Director for Middle East Affairs on
the National Security Council*

In addition to the three branches of the U.S. government, there are a variety of other actors and organizations that inform and influence how the U.S. government works. This session will focus on these formal and informal power structures and help participants to better understand how their Embassies can more effectively interact with key actors.

1200 Participants depart the Mayflower Hotel

Tuesday, October 19

0830 Participants arrive at the Mayflower Hotel

0830 – 0900 Coffee and participant networking

Foreign diplomats and defense attachés usually find that their main interlocutors for most issues are at the U.S. Departments of State and Defense, respectively. That said, both organizations are complex, with multiple bureaus and layers within the hierarchy. During today's sessions, participants will learn more about how each Department is organized and strategies for engaging their counterparts on key bilateral issues.

0900 – 1015 **Session 03 Navigating the Bureaucracy, Part I:
Working with the U.S. Department of State**

Moderator: ***Dr. Michael Sharnoff***, Professor, NESACenter for Strategic Studies

Speakers: ***Ambassador Phillip Carter III***, President, Mead Hill Group LLC

1015 – 1045 Coffee and networking break

1045 – 1200 **Session 04 Navigating the Bureaucracy, Part II:
Working with the U.S. Department of Defense**

Moderator: ***Dr. Michael Sharnoff***, Professor, NESACenter for Strategic Studies

Speakers: ***The Honorable Dov Zakheim***, Senior Advisor at the Center for Strategic and International Studies; Senior Fellow at the CNA Corporation

1200 Participants depart the Mayflower Hotel

Wednesday, October 20

0830 Participants arrive at the Mayflower Hotel

0830 – 0900 Coffee and participant networking

0900 – 1015 **Session 05 Navigating the Bureaucracy, Part III:
Working with Congress**

Moderator: **Brianne Todd**, Professor, NESACenter for Strategic Studies

Speakers: **The Honorable Charles Boustany, Jr., M.D.**, Former
Congressman (Republican, Louisiana's 3rd District [2013-2017],
Louisiana's 7th District [2005-2013]); President, Association of
Former Members of Congress

Through legislative debate and compromise, the U.S. Congress makes laws that influence citizens' daily lives. It holds hearings to inform the legislative process, conducts investigations to oversee the executive branch, and serves as the voice of the people and the states in the federal government. During this session, Dr. Boustany will discuss his experiences working on national security and foreign policy issues in Congress and provide guidance on Congressional outreach.

1015 – 1045 Coffee and networking break

1045 – 1200 **Session 06 How Think Tanks Influence Policy in Washington**

Moderator: **Brianne Todd**, Professor, NESACenter for Strategic Studies

Speakers: **Dr. James McGann**, Senior Lecturer of International Studies at
the Lauder Institute, Director of the Think Tanks and Civil
Societies Program, and Senior Fellow at the Fels Institute of
Government at the University of Pennsylvania

While think tanks are not exclusive to Washington, DC, there are more located in the DC area than any other city in the world. As a result, think tanks in Washington have an inordinate ability to inform decision-makers, influence policy debate, and even staff Presidential administrations with political appointees. This session will address how participants can engage U.S. think tank experts and best utilize their products.

1200 Participants depart the Mayflower Hotel

Thursday, October 21

0830 Participants arrive at the Mayflower Hotel

0830 – 0900 Coffee and participant networking

0900 – 1015 **Session 07 Sharing Your Country's Story**

Moderator: **Brianne Todd**, Professor, NESACenter for Strategic Studies

Speakers: **Mr. Jean AbiNader**, Principal and Founder, AbiNader Advisory Services

“Nation branding,” or the use of advertising techniques to create an identity that resonates with consumers, is increasingly commonplace in international relations. During this session, participants will discuss ways in which to communicate their national interests to U.S. stakeholders in a succinct and compelling manner.

1015 – 1045 Coffee and networking break

1045 – 1200 **Session 08 Engaging with the U.S. Media**

Moderator: **Brianne Todd**, Professor, NESACenter for Strategic Studies

Speakers: **Amy Mackinnon**, National Security and Intelligence Reporter, *Foreign Policy*
Laura Rozen, Foreign Policy Journalist; Author of the *Diplomatic Newsletter*

Washington is a city that thrives on the 24/7 news cycle. As a result, it is important for foreign Embassies to know key actors among the media landscape and engage them to address issues of bilateral importance. During this session, participants will learn firsthand how their Embassies can effectively engage with the U.S. media on foreign policy and national security issues.

1200 Participants depart the Mayflower Hotel

Friday, October 22

0830 Participants arrive at the Mayflower Hotel

0830 – 0900 Coffee and participant networking

0900 – 1015 **Session 09 “What I Know Now That I Wish I Knew Then” – Best Practices & Lessons Learned from Working in Washington**

Moderator: **Brianne Todd**, Professor, NESACenter for Strategic Studies

Speaker: **Mr. Ali Al-Arabiyyat**, Deputy Chief of Mission, Embassy of Jordan

During this session, an Embassy alumnus from the NESACenter region will reflect on some of the best practices and lessons they’ve learned during their time working in Washington. Specifically, what would have been useful to know when they first arrived in the United States and how they’ve resolved challenges they’ve encountered.

1015 – 1030 Break

1030 – 1145 **Session 10 Resources to Facilitate Your Work in Washington**

Speaker: **Brianne Todd**, Professor, NESACenter for Strategic Studies

From U.S. government reference materials to professional organizations, there is a wide variety of resources and information available to foreign diplomats and defense attachés. During this session, participants will learn more about these tools.

1145 – 1200 **NESACenter Social Media and Alumni Overview**

1200 Seminar concludes

ALUMNI & ONLINE OUTLETS

Welcome to joining the NESACenter Alumni Family! Please see the recorded Alumni Media & Communications video presentation below.



- Direct Link to Video: <https://youtu.be/SNzVa1UPuck>
- Website: www.NESA-Center.org
- Facebook: www.facebook.com/NESACenter
- Alumni Private Facebook Group: *Search NESACenter Alumni on Facebook and request to join.*
- Twitter: www.twitter.com/TheNESACenter
- YouTube: www.youtube.com/NESACenter
- LinkedIn: www.linkedin.com/school/near-east-south-asia-center-for-strategic-studies
- GlobalNET: <https://globalnetplatform.org/nesa>

If you have any questions or comments regarding alumni or media, please reach out to us at NESAalumni@ndu.edu or Communications@NESA-Center.org



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Washington Embassy Orientation

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NESA Center Biographies

<i>NAME</i>	<i>TITLE</i>
<i>LTG (Ret.) Terry A. Wolff</i>	<i>Director, NESA Center for Strategic Studies</i>
<i>COL (Ret.) David Lamm</i>	<i>Deputy Director, NESA Center for Strategic Studies</i>
<i>Dr. Roger Kangas</i>	<i>Dean of Academics, NESA Center for Strategic Studies</i>
<i>Ms. Brianne Todd</i>	<i>Professor and Course Director, NESA Center for Strategic Studies</i>
<i>Dr. Michael Sharnoff</i>	<i>Professor, NESA Center for Strategic Studies</i>
<i>Dr. Michael Bell</i>	<i>Professor, NESA Center for Strategic Studies</i>



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LTG (RET.) TERRY A. WOLFF

Director, NESACenter for Strategic Studies

LTG (Ret) Terry Wolff has been the Director of NESACenter since June 2014. He retired from the U.S. Army in February 2014 after completing over 34 years of service. During his tenure as the Director of NESACenter he also served 39 months (Nov 15-Feb 19) as the Deputy Special Presidential Envoy (DSPE) for the Global Coalition to Defeat ISIS.

LTG (Ret) Wolff's final military assignment was as the Director of Strategic Plans and Policy, J-5 for the Joint Staff from September 2011 until December 2013.

LTG (Ret) Wolff commanded at every level from platoon to armored division. He spent nearly ten years in Germany and served three tours in Iraq commanding the 2nd Armored Cavalry Regiment, the Coalition Military Assistance Training Team, and the United States Division-Center (1st Armored Division).

He has extensive experience in Washington, DC working military strategy and policy matters as well as interagency affairs: first on the Joint Staff as a Colonel; then nearly two years on the National Security Council as a Special Assistant to the President and Senior Director for Iraq and Afghanistan; over two years as the Joint Staff J-5; and three years as the DSPE for the Global Coalition to Defeat ISIS.

Commissioned from the Military Academy in 1979 with a BS in Engineering, he has master's degrees in international Affairs from Catholic University, the School of Advanced Military Studies at Fort Leavenworth, and the Naval War College.



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DAVID W. LAMM

Deputy Director

David W. Lamm, a native of Hamburg, New York, is a Distinguished Military Graduate of Canisius College in Buffalo and was commissioned in 1977. As of October 2013, Mr. Lamm assumed the duties as the Deputy Director of the NESA Center in 2010 after serving as the Chief of Staff (2007-2009).

Mr Lamm held a variety of staff and command positions, beginning his career as a Rifle Platoon Leader, Support Platoon Leader, and Battalion Logistics Officer with the 3rd Battalion, 6th Infantry, Berlin Brigade. From 1981-1985 he was assigned to the 82nd Airborne Division, serving consecutively as a Company Commander; Commander, Headquarters and Headquarters Company; and Brigade Adjutant. Mr. Lamm then served as a Battalion and Brigade Operations Officer in the 504th Parachute Infantry Regiment, 82nd Airborne Division from 1991-1993 and as Chief of Training, XVIII Airborne Corps from 1993-1994. He commanded Phantom Command, III Corps and Fort Hood from 1994-1996 and was the Secretary of the General Staff, III Corps and Fort Hood in 1997.

Mr. Lamm then served as the Joint Staff's Chief of Plans and Operations, Operations Directorate (Information Operations) from 1997-1999. He was the Commander, U.S. Army Central Command, Kuwait (2000-2002) and then the Chief of Staff, Combined Forces Command – Afghanistan (2004-2005). From 2006-2007 he served consecutively as the Director for Afghanistan (Office of the Secretary of Defense) and as the Interagency Coordinator for the Defense Policy Analysis Office, (Office of the Secretary of Defense).

On the academic side, Mr. Lamm completed course work for a doctorate at Duke University (1985-1990) and served as an Assistant Professor of History at the United States Military Academy at West Point. During 2003, he served as Professor of Strategy at the National War College (National Defense University). In June 2006, he completed the NESA Center's Executive Seminar on "Strategic Communication and the Challenges of Globalization." Mr. Lamm's military education includes the Infantry Officer Basic Course, the Artillery Officer's Advance Course, the Command and General Staff College, and the Army War College. He is a qualified Joint Staff Officer.

His analytical works include: "From Kabul to Baghdad and Back," analyzing the key strategic decisions that shaped the courses of the campaigns in Afghanistan and Iraq; "Manning the Machine," a critical examination of the Army's individual replacement system, conducted for the Chief of Staff of the Army in 2001; "The Post-Cold War Army," an analysis conducted for the Chief of Staff of the Army, later published in Military Review, (1991); "The War of 1812," an annotated bibliography for the Book of Days.



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His awards include the Defense Superior Service Medal (3 awards), the Legion of Merit (3 awards), the Bronze Star Medal (2 awards), the Meritorious Service Medal (2 Awards), the Joint Service Commendation Medal (2 Awards), and the Army Commendation Medal. He is authorized to wear the Combat Infantryman's Badge, the Expert Infantryman's Badge, the Senior Parachutist Badge, and the Joint Staff Badge.



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DR. ROGER KANGAS
Academic Dean

Dr. Roger Kangas is the Academic Dean and a Professor of Central Asian Studies at the Near East South Asia Center for Strategic Studies. Previously Dr. Kangas served as a Professor of Central Asian Studies at the George C. Marshall Center for European Security in Garmisch-Partenkirchen, Germany; Deputy Director of the Central Asian Institute at the Paul H. Nitze School of Advanced International Studies (SAIS) in Washington, DC; Central Asian Course Coordinator at the Foreign Service Institute for the U.S. Department of State; Research Analyst on Central Asian Affairs for the Open Media Research Institute (OMRI) in Prague, Czech Republic; and as an Assistant Professor of Political Science at the University of Mississippi.

Dr. Kangas has been an advisor to the Combatant Commands, NATO/ISAF, the US Air Force Special Operations School, National Democratic Institute, International Research and Exchanges Board, American Councils, Academy for Educational Development, USIA, USAID, and other US government agencies on issues relating to Central and South Asia, Russia, and the South Caucasus. He is also an Adjunct Professor at Georgetown University. Dr. Kangas holds a B.S.F.S. in Comparative Politics from the Edmund A. Walsh School of Foreign Service at Georgetown University and a Ph.D. in Political Science from Indiana University.



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WASHINGTON, DC



MS. BRIANNE TODD

Assistant Professor

brianne.todd@ndu.edu

Brianne Todd is an Assistant Professor of Central Asian Studies at the Near East South Asia Center for Strategic Studies, where her areas of expertise include transnational threats and regional security issues in Central Asia and Russia, and the Caucasus. Before joining the NESAC Center in January 2010, she worked at the Center for Political -Military Analysis at the Hudson Institute, where she analyzed U.S. and foreign defense, intelligence, and homeland security and counterterrorism policies; and the Eurasian Strategy Project, where she focused on Eurasian political and security issues. Additionally, she previously worked for the U.S. Department of State in Washington, DC, where she was awarded the Franklin Award (2004), and the U.S. Embassy in Moscow, Russia (2003).

In addition to developing and facilitating the NESAC Center's programs in and with the countries of Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan), Professor Todd is a regular lecturer for the Defense Institute for Security Cooperation Studies (DISCS) at Wright -Patterson AFB, the US Air Force Special Operations School at Hurlburt Field, and the Leader Development and Education for Sustained Peace Program (LDESP).

Professor Todd holds a Bachelor of Arts degree in Political Science, Russian Language & Literature, and Russian & East European Studies from the University of Notre Dame (2004, *cum laude*) and a Master of Arts degree in Eurasian, Russian & East European Studies from the Edmund A. Walsh School of Foreign Service at Georgetown University (2009). She is currently completing her doctorate (Ph.D.) in the School of International Relations at the University of St. Andrews in Scotland.



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DR. MICHAEL SHARNOFF
Associate Professor

Michael Sharnoff is Associate Professor at the National Defense University's Near East South Asia Center for Strategic Studies. Prior to joining NESAS, he served as Associate Professor of Middle East Studies and Director of Regional Studies at the Daniel Morgan Graduate School of National Security. While at DMGS, Dr. Sharnoff taught graduate courses on the Arab-Israeli conflict, the Arab Spring uprisings, and radical Islamist movements.

Prior to joining DMGS, Dr. Sharnoff worked at policy centers in Washington and has lectured for the Defense Institute of Security Assistance Management (DISAM) at Wright-Patterson AFB. He publishes frequently on the Middle East and his articles have appeared in Foreign Policy Research Institute, Begin-Sadat Center for Strategic Studies, The Washington Post, The Washington Times, Huffington Post, An Nahar, and Al Arabiya. He is the founder of Sharnoff's Global Views, an op-ed forum on foreign affairs.

He holds a Ph.D. in Middle East Studies from King's College, London, and is the author of *Nasser's Peace: Egypt's Response to the 1967 War with Israel* (Routledge, 2017)



DR. MICHAEL BELL

Distinguished Professor of National Security Policy and Strategy

Dr. Michael S. Bell is a Distinguished Professor of National Security Policy and Strategy. He joined the NESAC Center after most recently serving as Senior Director for Gulf Affairs in the National Security Council, and then as Special Assistant to the President for National Security Affairs and Senior Director for Middle East Affairs in the National Security Council.

Following graduation from the United States Military Academy in 1983 and commissioning as an armor officer, he served with armor, cavalry, and mechanized infantry units in a variety of command and staff positions in Europe, the continental United States, and Southwest Asia. He commanded 1-8 Cavalry, taught history at the United States Military Academy, and served at the National War College as Dean of Faculty and Academic Programs. Other noteworthy military assignments include Aide de Camp to the Commanding General, 24th Infantry Division (Mechanized) during Operations Desert Shield and Desert Storm; Special Assistant to the Commanding General, U.S. Army Europe/Peace Stabilization Force; Futures Chief, III Corps G-3; and strategist in the Directorate of Strategic Plans and Policy (J5), the Joint Staff.

While in the Joint Staff J5, his major projects included: the National Military Strategy and National Defense Strategy; lead writer for the National Military Strategic Plan for the War on Terrorism; staff lead for the Joint Strategic Planning System; member of the Kuwait Strategic Review team; lead writer for Kuwait's National Security and Defense Strategy, and lead writer for the National Military Strategy of the Kuwaiti Armed Forces. The Strategic Studies Institute published his monograph, *The Exigencies of Global, Integrated Warfare: The Evolving Role of the CJCS and His Dedicated Staff*.

In 2008-9, then Colonel Bell served as the Director of the Commanding General's Initiatives Group at Multi-National Force-Iraq headquarters in Baghdad, Iraq, and subsequently, at headquarters, U.S. Central Command. He returned to the National Defense University in 2009 as the Dean of the National War College and subsequently served 2010 through 2016 as the Chancellor of the College of International Security Affairs (CISA), the newest of the five colleges at the National Defense University (NDU) and the Department of Defense flagship for education and building partner capacity in combating terrorism and irregular warfare.



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In January 2017, Dr. Bell was detailed to the White House as Senior Director for Gulf Affairs in the National Security Council. From July 2017 through July 2018, he served as Special Assistant to the President for National Security Affairs and Senior Director for Middle East Affairs in the National Security Council. Returning to NDU, he taught classes in Irregular Warfare and American Studies, served as a strategy advisor to planning efforts at the Department of Homeland Security, and led the team that produced the Joint Chiefs of Staff Vision for Professional Military Education and Talent Management.

Dr. Bell holds an MA and a PhD in History from the University of Maryland at College Park, a MS in National Security Strategy from NDU, and is a Distinguished Graduate of the National War College. Dr. Bell retired from the US Army in 2012. His awards and decorations include the Distinguished Service Medal, Defense Superior Service Medal with oak leaf cluster, the Bronze Star, the combat action badge, and the Joint Staff identification badge.



Washington Embassy Orientation

18 – 22 October 2021

Guest Speaker Biographies In Order of Appearance

<i>NAME</i>	<i>TITLE</i>
<i>Ambassador Phillip Carter III</i>	<i>President, Mead Hill Group LLC</i>
<i>The Honorable Dov Zakheim</i>	<i>Senior Advisor at the Center for Strategic and International Studies; Senior Fellow at the CAN Corporation</i>
<i>The Honorable Charles Boustany Jr., M.D.</i>	<i>Former Congressman (R. Louisiana's 3rd District [2013 – 2017], Louisiana's 7th District [2005 – 2013]); President, Association of Former Members of Congress</i>
<i>Dr. James McGann</i>	<i>Senior Lecturer of International Studies at the Lauder Institute, Director of the Think Tanks and Civil Societies Program, and Senior Fellow at the Fels Institute of Government at the University of Pennsylvania</i>
<i>Mr. Jean AbiNader</i>	<i>Principal and Founder, AbiNader Advisory Services</i>
<i>Ms. Amy Mackinnon</i>	<i>National Security and Intelligence Reporter, <u>Foreign Policy</u></i>
<i>Ms. Laura Rozen</i>	<i>Foreign Policy Journalist; Author of the <u>Diplomatic Newsletter</u></i>
<i>Mr. Ali Al-Arabiyyat</i>	<i>Deputy Chief of Mission, Embassy of Jordan</i>



Amb. Phillip Carter III

President

Mead Hill Group, LLC

Ambassador Carter brings expertise in the areas of human rights, political-economic reform, good governance, security sector assistance, counter-terrorism, social and health development, business facilitation, and conflict prevention.

In addition to his consulting practice, Ambassador Carter works as a Senior Mentor at the US Army War College's Center for Strategic Leadership, a Senior Fellow at the Joint Forces Staff College, Adjunct Faculty member at the National Defense University's Africa Center for Strategic Studies, and a Fellow at the Population Institute in Washington, DC.

Prior to his retirement from the State Department, Ambassador Carter served as the Deputy to the Commander for Civil-Military Engagement at the U.S. Africa Command. During previous tours in Washington, Ambassador Carter was a Senior Advisor, Acting Assistant Secretary, Principal Deputy Assistant Secretary to the Africa Bureau as well as Director for West African Affairs and Deputy Director in the Office for East African Affairs at the U.S. State Department. In addition to Cote d'Ivoire and Guinea, Ambassador Carter served at diplomatic missions in Gabon, Madagascar, Malawi, Bangladesh, Canada, and Mexico.

Ambassador Carter has a M.A. in international and development economics from Yale University and a B.A. in economics and history from Drew University.



The Honorable Dov S. Zakheim

Senior Advisor & Senior Fellow
Center for Strategic and International Studies
CNA Corporation

The Hon. Dov Zakheim is Senior Advisor at the Center for Strategic and International Studies and Senior Fellow at the CNA Corporation. Previously he was Senior Vice President of Booz Allen Hamilton where he led the Firm's support of U.S. Combatant Commanders worldwide. From 2001 to April 2004 he was Under Secretary of Defense (Comptroller) and Chief Financial Officer for the Department of Defense. From 2002-2004 Dr. Zakheim was also DOD's coordinator of civilian programs in Afghanistan. From 1987 to 2001 he was both corporate vice president of System Planning Corporation, a technology and analysis firm based in Arlington, Va. and chief executive officer of its subsidiary, SPC International Corp.

From 1985 until March 1987, Dr. Zakheim was Deputy Under Secretary of Defense for Planning and Resources in the Office of the Under Secretary of Defense (Policy). Dr. Zakheim held several other DOD posts from 1981 to 1985. Earlier, he was a principal analyst in the National Security and International Affairs Division of the Congressional Budget Office. Dr. Zakheim has served on numerous government, corporate, non-profit boards. He currently serves on the Commission on Military Compensation and Retirement Modernization and is a member of the Chief of Naval Operations Executive Panel and of the Defense Business Board, which he helped establish. Dr. Zakheim is a member of the Council on Foreign Relations; the International Institute for Strategic Studies and Chatham House/The Royal Institute of International Affairs. He is Vice Chairman of the Foreign Policy Research Institute's Board of Trustees, and of the Board of Directors of the Center for The National Interest; he is also a member of the Board of Control of the United States Naval Academy. Dr. Zakheim was elected a Fellow of the Royal Swedish Academy of War Sciences in 2011.

A 1970 graduate of Columbia University with a B.A., summa cum laude, and a member of Phi Beta Kappa, Dr. Zakheim also studied at the London School of Economics. He holds a doctorate in economics and politics at St. Antony's College, University of Oxford, where he held three graduate and post-graduate fellowships. Dr. Zakheim has been an adjunct Senior Fellow of the Council on Foreign Relations and adjunct professor at several universities, including the National Defense University. The author of a dozen books or monographs, and of numerous articles, Dr. Zakheim has lectured and provided print, radio and television commentary on national security policy issues domestically and internationally. He is the recipient of numerous awards for his government, professional and civic work, including the Defense Department's highest civilian award in 1986, 1987 and 2004.



The Honorable Charles Boustany Jr., M.D.

Former Congressman

Republican; Louisiana's 3rd District (2013 – 2017), Louisiana's 7th District (2005 – 2013)

Partner; Capital Counsel, LLC

Former Congressman Charles Boustany, Jr., M.D., is a partner at Capitol Counsel LLC, where he focuses on health care, tax, and trade issues. Boustany joined Capitol Counsel at the beginning of 2017 after over a decade of service in the U.S. House of Representatives. He served Louisiana's 7th district from 2005-2013 and the 3rd district from 2013-2017, following the elimination of Louisiana's 7th district.

During his 12 years in Congress, Dr. Boustany served on the influential House Ways and Means Committee and was Chairman of the Subcommittee on Tax Policy. As a member of the House Ways and Means Committee, Dr. Boustany established himself as an expert and leader on tax, trade, health care, and entitlement policy. Boustany was a co-founder of the Friends of the Trans-Pacific Partnership Caucus, co-founder of the House Doctors Caucus, and a co-chair of the bipartisan U.S.-China Working Group.

As a Congressman, Dr. Boustany authored legislation on a wide range of subjects, from tax issues to welfare. Dr. Boustany initiated the IRS investigation that uncovered the abusive practice of targeting individuals and organizations based on political and religious beliefs. Additionally, he developed and co-authored landmark legislation that repealed the sustainable growth rate formula for physician payment and transitioned physician payment to a system that rewards quality and value rather than volume. Dr. Boustany also authored trade enforcement language that created the tools for more effective trade enforcement in an effort to stop abusive practices.

In the private sector, Dr. Boustany served as the President and CEO of his own private practice of medicine in the field of thoracic and cardiovascular surgery from 1990-2004. During this time he launched extensive quality improvement in open heart programs in two community hospitals which garnered national recognition. Additionally, he served on the Board of Directors at Lafayette General Medical Center.

Dr. Boustany was born in New Orleans and received a B.S. in biology and chemistry in his home state at the University of Southwestern Louisiana, and his M.D. from the Louisiana State University School



MR. JEAN ABINADER

Principal and Founder
AbiNader Advisory Services

Jean produces blogs, position papers, press statements, information materials, and policy studies related to US-Arab political, economic, and security issues. He has been involved in US-Arab advocacy for more than 40 years, having been the first Arab American to lobby on US policies in the MENA region. He recently produced several articles analyzing scenarios for the Biden Administration on US relations with the Arab world.

He has been traveling to the MENA for more than 40 years and served as the President/CEO of the National US-Arab Chamber of Commerce, and Executive Director of the Moroccan American Trade and Investment Center. He is currently Vice-President for Policy at the American Task Force on Lebanon.

He also consults on strategic communications and organizational change for both international and US clients; has led a graduate level seminar at Georgetown University; lectured at American University on international development and challenges in intercultural negotiations; presents to senior foreign officials and embassy staff at the National Defense University; and a leads a seminar on effective negotiations at Al-Akhawayn University in Morocco. His blogs can be found on www.atfl.org and his website: www.abinaderadvisoryservices.com.



Ms. Amy Mackinnon

National Security & Intelligence Reporter
Foreign Policy

Amy Mackinnon is an award-winning national security and intelligence reporter at *Foreign Policy*. She has reported from across Eastern Europe and was previously based in Moscow and in Tbilisi, Georgia, as senior editor for the crisis reporting site *Coda Story*. Mackinnon is a recipient of the Alfred I. duPont-Columbia award for her reporting on homophobic vigilantes in Russia. She speaks Russian and has a master's degree in journalism from the Newmark Graduate School of Journalism at CUNY, and a dual master's in Russian Central and East European Studies from the University of Glasgow and Corvinus University of Budapest.



Ms. Laura Rozen
Foreign Policy Journalist

Laura Rozen currently reports and edits the [Diplomatic](https://diplomatic.substack.com/) newsletter on Substack (<https://diplomatic.substack.com/>), and is a member of the [Just Security](#) editorial board. She previously served for eight years as the diplomatic correspondent for *Al-Monitor.com*, where she reported extensively on the Iran nuclear deal negotiations, and before that as a foreign policy reporter for *Politico* and *Foreign Policy.com*.

She has reported on foreign policy and national security from Washington, D.C. since 2001, and previously reported from the Balkans, Russia and Turkey. She earned her BA from Tufts and her master's degree in public administration from the Harvard Kennedy School, with a concentration in international security studies. She is the recipient of the 2015 Father Robert F. Drinan award for her reporting on the Iran nuclear deal negotiations from the Council for a Livable World.

She tweets at [@LRozen](#).



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Country	Name	Title and Department	Organization
Algeria	Mrs. Aicha Mouna Khalfi	First Secretary Cultural Section	Algeria Ministry of Foreign Affairs
Algeria	Mr. Djamel Khalfi	First Secretary	Embassy of Algeria in the United States
Australia	Ms. Natalie Joan Barnes	First Secretary Political Branch	Australian Department of Foreign Affairs and Trade
Azerbaijan	Mr. Toghrul Aliyev	First Secretary Political Department	Embassy of Azerbaijan in the United States
Azerbaijan	Mr. Ilgar Gurbanov	Political Officer	Embassy of Azerbaijan in the United States
Bahrain	Mr. Hasan Abdulaal	Third Secretary Political and Human Rights Affairs	Embassy of Bahrain in the United States
Bangladesh	Brig Gen Mohammad Shahedul Islam	Minister Defence Wing	Bangladesh Armed Forces
Bangladesh	Mr. Muhammad Abdul Hye Milton	First Secretary Passport and Visa Wing	Embassy of Bangladesh in the United States
Chad	Mr. Abderahman Hassane Mahamat	Economic Counselor	Embassy of Chad in the United States
Egypt	Mr. Ahmed Abumoussa	Counselor Political Department	Embassy of Egypt in the United States
Egypt	Mr. Ehab Erfan	First Secretary Political Department	Embassy of Egypt in the United States
Estonia	Mr. Margus Sarglepp	Deputy Chief of Mission	Embassy of Estonia in the United States
Georgia	Ms. Sofiko Balanchivadze	Counselor Political Department	Embassy of Georgia in the United States
Georgia	Mrs. Khatuna Korsantia	Financial Manager Administration	Embassy of Georgia in the United States



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Iraq	Mr. Hawazin Alajeeli	First Secretary	Embassy of Iraq in the United States
Iraq	Dr. Karrar Albdeery	Political Officer	Embassy of Iraq in the United States
Iraq	Mr. Nezar Alhakim	Counselor	Embassy of Iraq in the United States
Iraq	Mr. Muhammad Samir Elnakshbndy	First Secretary Political Department	Embassy of Iraq in the United States
Israel	MG Hidai Zilberman	Officer	Embassy of Israel in the United States
Jordan	Mr. Raad El Fawair	Second Secretary Political Department	Embassy of Jordan in the United States
Kazakhstan	LTC Aidyn Babzhanov	Deputy Defense Attache	Embassy of Kazakhstan in the United States
Kazakhstan	Mr. Sapargali Shalgimbayev	Second Secretary Political Department	Embassy of Kazakhstan in the United States
Kyrgyzstan	Mr. Timur Kydyrmyshev	Second Secretary	Embassy of Kyrgyzstan in the United States
Latvia	Mrs. Evita Cikute	First Secretary Congressional Liason	Embassy of Latvia in the United States
Mauritania	Mr. Mohamed Lemine Bedah	Embassy Official	Embassy of Mauritania in the United States
Mauritania	Ambassador Cisse Boide	Ambassador	Embassy of Mauritania in the United States
Mauritania	Mr. Abderrahmane Gaye	Embassy Official	Embassy of Mauritania in the United States
Morocco	Ms. Fatima Zahra Aboulfaraj	Political Counselor Political Department	Embassy of Morocco in the United States
Morocco	Mr. Ayoub Houchem	Counselor Political Department	Embassy of Morocco in the United States



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Sri Lanka	AVM Rajeeva Wickremeratne	Defence Attache	Embassy of Sri Lanka in the United States
Yemen	Ms. Intisar Abdullah	Political Advisor Political Department	Embassy of Yemen in the United States