

Transatlantic Leadership Initiatives

Strengthening Transatlantic and Global Leaders



Mission Critical: Inclusive Leadership for the Security Sector

July 27-28, 2017
Washington, D.C.

A Leadership, Diversity, and Inclusion Initiative
of the German Marshall Fund of the United States

Program Book

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@gmfus

#diverseforces

In partnership with:



Bundeswehr

■■■ HEINRICH BÖLL FOUNDATION
NORTH AMERICA



Inclusive Leadership is essential to the success of transatlantic leaders in the rapidly changing demographic context of the security and defense sector in the 21st century. We invite you to reflect on your own strengths and personal leadership style as we engage in a cross-sector, transatlantic exchange on inclusive leadership strategies to advance both National and Domestic Security.

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Thanks

WELCOME LETTER

Monday, August 07, 2017

Dear Participants:

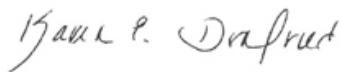
On behalf of the German Marshall Fund of the United States (GMF), I would like to welcome you to Washington, DC, on July 27-28 for two days of in-depth learning and exchange on the topic of “Mission Critical: Inclusive Leadership for the Security Sector.” GMF recognizes that inclusive leadership skills are essential to guide transatlantic relations into the future. In this light, we provide a context for diversity and inclusion (D&I) thought leadership in the transatlantic space, and continue our strong track record in welcoming diverse young leaders from the U.S. and Europe into our leadership programs.

In this period of rapid demographic change, aging heritage populations, sharp economic divides, rural-urban estrangement, and ever faster communication and information technologies, we must move more quickly to build and motivate diverse teams including within our security agencies. These are the teams that will most effectively innovate to solve the challenges of our time. As our security personnel at all levels of leadership—engaged to ensure peace and freedom for all in our democratic societies—grow to fully reflect the diverse populations they are sworn to serve, we will become best equipped to inspire new generations to engage in public service. Vital conversations with constituents and stakeholders outside of the security services can richly inform decision making. It has been of interest for me to see GMF alumni who are urban leaders creating ‘participatory budgeting’ spaces through dialogue with constituents to solve security issues at the local level. I note with interest that the articulation between security at the local and national levels is a further area of exploration for your convening.

Through the upcoming discussions, we aim to strengthen the position of diversity and inclusion (D&I) on the security agenda, deepen the biennial discussions that began in 2013 in Washington and continued in 2015 in Berlin, and strengthen the transatlantic best practice community that is sharing D&I expertise in the field of security in a practical, positive and future-oriented way.

I look forward to learning about the results of your discussions.

Sincerely,



Karen Donfried
President



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON

WASHINGTON, D.C. 20301-4000

JUL 26 2017

READINESS

Dear Colleagues,

We are pleased to join the German Marshall Fund of the United States' third series of "Mission Critical: Inclusive Leadership for the Security Sector." As we gather here in Washington, D.C., for a best practice exchange on inclusive leadership for the security sector, we recognize the value of inclusive leadership and diversity as key components to a strong and resilient force.

At the Department of Defense, diversity encompasses more than race and gender—we seek to include diversity of thought, abilities, backgrounds, languages, cultures and skills. We believe that diverse backgrounds and experiences provide a strategic advantage that enables mission success.

I look forward to a dynamic exchange over the next few days as we continue to advance inclusive leadership. Please accept my best wishes for a successful conference.

Sincerely,

A handwritten signature in black ink, appearing to read "Clarence A. Johnson", is positioned above the typed name.

Clarence A. Johnson
Director

Office of Diversity Management
and Equal Opportunity

Mission Critical: Inclusive Leadership for the Security Sector

a transatlantic best practices exchange

@gmfus #diverseforces

July 27–28, 2017
1744 R Street NW

Program at a Glance

WEDNESDAY, JULY 26, 2017

- Afternoon Arrivals and Check-In for International Participants
Kimpton Carlyle Hotel Dupont Circle, 1731 New Hampshire Ave NW, Washington, DC
- 17:45 International Delegation: meet in lobby with **Lora Berg, GMF Senior Fellow**
- 18:00 – 20:00 Invitational Welcome Reception for International Participants and Partners
Lauriol Plaza, 1835 18th St NW, Washington, DC
(Business Casual)
- Advances in Diversity and Inclusion Thought and Practice

THURSDAY, JULY 27, 2017

- 7:15 – 8:00 Coffee and Registration
German Marshall Fund of the United States, 1744 R Street NW
(Business Attire / Service Dress)
- 8:00 – 8:25 Welcome: Transatlantic Leadership Strategies in a Period of Rapid Change
Plenary Room 1744
- 8:25 – 8:30 Introducing European/Canadian Delegation

8:30 – 9:00	The Inclusive Security Paradigm
9:00 – 9:15	Table Top Introductions: Inclusive Leadership Journeys
9:15 – 9:30	Break <i>Atrium 1744</i>
9:30 – 10:30	Maintaining Diversity & Inclusion (D&I) Momentum through Leadership Transitions <i>Plenary Room 1744</i>
10:30 – 11:00	Coffee/Discussion Break and Move to Break Out Rooms <i>Atrium 1744</i>
11:00 – 12:30	International Cross Talk Session I: Recruitment, Retention and Partnerships

A

Learning from First Responders

Conference Room 1700 18th Street

B

Leveraging Diverse Leadership Networks

Stone Room 1744

C

Shaping and Sharing Our Diversity Stories

AV Conference Room 1744 Lower Level

D

Drawing in Community Influencers (Veterans, Parents, Teachers, and Beyond)

Plenary Room 1744

12:40 – 13:15	Lunch Served <i>Atrium 1744</i>
13:15 – 14:00	Lunch Panel – Where We Start: Inclusive Security Begins in Our Communities <i>Plenary Room 1744</i>
14:00 – 14:15	Break
14:15 – 15:00	Demographic Change: The Inclusive Security Lens <i>Plenary Room 1744</i>
15:00 – 16:00	Setting the Pace: Inclusive Leadership across Sectors and Disciplines

16:10 –17:00 Transfer to Capitol Hill

17:15 – 18:00 Inclusive Security: View from Capitol Hill
HC-8 Capitol Visitors Center

19:00 Transfer to GMF
Free evening

FRIDAY, JULY 28, 2017

7:30 – 8:00 Arrivals
German Marshall Fund of the United States, 1744 R Street NW

8:00 – 8:15 Overview of the Day’s Agenda
Plenary Room 1744

8:30 – 10:30 International Cross Talk Session II: Engaging Underrepresented Populations in National Security

A
Simulation: Unintended Consequences—The Impact of Exclusion on Security
Plenary Room 1744

B
Inclusive Security: A Role for Immigrants and Refugees?
Conference Room 1700

C
Civil and Human Rights: The Security Context
AV Conference Room 1744 Lower Level

10:30 – 10:45 Coffee/Discussion Break

10:45 – 11:15 Content Report Back and Framing
Plenary Room 1744

11:15 – 12:00 Gender in Security: Gender Perspectives in Planning, Execution, Assessment

12:00 – 12:40 Lunch Served
Atrium 1744

12:40 – 13:25 Lunch Exchange—Successes and Challenges: European/Canadian Perspectives
Plenary Room 1744

13:40 – 15:10 International Cross Talk Session III: D&I Training and Evaluation

A

D&I for the Future: Anticipating Culture Shifts

AV Conference Room 1744 Lower Level

B

Training for Cohesion: Defusing Extremism and Hate

Conference Room 1700

C

Maximizing Unconscious Bias Training

Plenary Room 1744

D

Developing Diverse Talent Forces/Staff through Coaching, Mentoring, Championing

Stone Room 1744

15:10 – 15:25 Coffee/Discussion Break

15:25 – 16:05 Content Report Back and Framing
Plenary Room 1744

16:05 – 17:20 Closing Table Top Work and Summation –
Reaching a Consensus on the Aims and Messaging for Inclusive Security;
Next Steps for this Growing Network of Practitioners

17:20 Departures

Mission Critical: Inclusive Leadership for the Security Sector

a transatlantic best practices exchange

@gmfus #diverseforces

July 27–28, 2017
1744 R Street NW

Full Agenda

WEDNESDAY, JULY 26, 2017

- Afternoon Arrivals and Check-In for International Participants
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- 17:45 International Delegation: meet in lobby with **Lora Berg, GMF Senior Fellow**, walk to:
Lauriol Plaza, 1835 18th St NW, Washington, DC
- 18:00 – 20:00 Invitational Welcome Reception for International Participants and Partners
Lauriol Plaza, 1835 18th St NW, Washington, DC
(Business Casual)
- Advances in Diversity and Inclusion Thought and Practice
With Mr. Clarence A. Johnson, Director, Office of Diversity Management and Equal Opportunity, United States Department of Defense

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- 7:15 – 8:00 Coffee and Registration
German Marshall Fund of the United States, 1744 R Street NW
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- 8:00 – 8:25 Welcome: Transatlantic Leadership Strategies in a Period of Rapid Change
Dr. Karen Donfried, President, German Marshall Fund of the United States (GMF)
Plenary Room 1744
- 8:25 – 8:30 Introducing European/Canadian Delegation
- 8:30 – 9:00 The Inclusive Security Paradigm
Lieutenant General Stayce Harris, Assistant Vice Chief of Staff and Director, Air Staff Headquarters, Pentagon, Washington DC, United States Air Force
Introduced by Major General Marc H. Sasseville, Deputy Director, Air National Guard, Air Staff Headquarters, Pentagon, Washington, D.C. United States Air Force
- 9:00 – 9:15 Table Top Introductions: Inclusive Leadership Journeys
Lora Berg, Senior Fellow, GMF
- 9:15 – 9:30 Break
Atrium 1744
- 9:30 – 10:30 Maintaining Diversity & Inclusion (D&I) Momentum through Leadership Transitions
Moderated by Ambassador Gina Abercrombie Winstanley
True Blue Inclusion Panel:
Trevor Gandy, Senior Vice President, Deputy Chief Culture Officer, Chubb
Jackie Glenn, Vice President, Global Diversity and Inclusion, Dell EMC
Fred Whipple, Vice President of Diversity, Community & Workforce, Shell U.S.
Plenary Room 1744
- 10:30 – 11:00 Coffee/Discussion Break and Move to Break Out Rooms
Atrium 1744

11:00 – 12:30 International Cross Talk Session I: Recruitment, Retention and Partnerships

A

Learning from First Responders

*Facilitated by **April Wood**, Senior Director, Community Mobilization and National Partnerships,
American Red Cross;*

***Samira Rafaela**, Advisor for Organizational Strategy, National Police of the Netherlands
Conference Room 1700 18th Street*

B

Leveraging Diverse Leadership Networks

*Facilitated by **Adnan Kifayat**, Head of Global Security Ventures, Gen Next Foundation and GMF Senior Fellow;
Charlotte Kea, President of the International Career Advancement Program Alumni Association (ICAP)
Stone Room 1744*

C

Shaping and Sharing Our Diversity Stories

*Facilitated by **Andrew Kolb**, Director, Communications, German Marshall Fund of the United States;
Nina Smith, Director, Media Relations, Megaphone Strategies
AV Conference Room 1744 Lower Level*

D

Drawing in Community Influencers (Veterans, Parents, Teachers, and Beyond)

*Facilitated by **Katherine Helland**, PhD, Director, Joint Advertising Marketing Research and Studies, Office of
People Analytics, U.S. Department of Defense;
Jason Dempsey, Senior Fellow, and **Amy Schafer**, Research Associate Military, Veterans, and Society Program,
Center for New American Security
Plenary Room 1744*

12:40 – 13:15 Lunch Served
Atrium 1744

13:15 – 14:00 Lunch Panel – Where We Start: Inclusive Security Begins in Our Communities
***Councilman Brandon Scott**, Council Representative, Baltimore City Council
Becky Monroe, Director, Stop Hate Project, Lawyers' Committee for Civil Rights (former
Senior Counselor, Civil Rights Division, U.S. Department of Justice)
Moderated by **Reta Jo Lewis**, Director, Congressional Affairs, GMF
Plenary Room 1744*

14:00 – 14:15 Break

- 14:15 – 15:00 **Demographic Change: The Inclusive Security Lens**
Mark Hugo Lopez, Director of Hispanic Research, Pew Research Center
Moderated by Dr. Mischa Thompson, Policy Advisor, U.S. Helsinki Commission
Plenary Room 1744
- 15:00 – 16:00 **Setting the Pace: Inclusive Leadership across Sectors and Disciplines**
Gena Lovett, Vice President of Operations for Defense, Space & Security, Boeing
Ambassador Deborah McCarthy, Executive Director, Center for Strategic and
International Studies (CSIS)/International Career Advancement Initiative
George Walker, Director, Diversity and Inclusion, Memorial Sloan Kettering
Cancer Center
Moderated by Sharon Wong, Executive Director, Strategic Recruitment, Diversity &
Inclusion at the U.S. Department of Homeland Security (tbc)
- 16:10 –17:00 **Transfer to Capitol Hill**
- 17:15 – 18:00 **Inclusive Security: View from Capitol Hill**
U.S. Senator Ben Cardin of Maryland
U.S. Representative Alcee Hastings of Florida
Introduced by Reta Jo Lewis, Director, Congressional Affairs, GMF
HC-8 Capitol Visitors Center
- 19:00 **Transfer to GMF**
Free evening

FRIDAY, JULY 28, 2017

- 7:30 – 8:00 **Arrivals**
German Marshall Fund of the United States, 1744 R Street NW
- 8:00 – 8:15 **Overview of the Day’s Agenda**
Chanelle Johnson, Chief of Civilian Diversity & Inclusion, Air Staff Headquarters,
Pentagon, Washington D.C., United States Air Force
Plenary Room 1744

8:30 – 10:30 International Cross Talk Session II: Engaging Underrepresented Populations in National Security

A

Simulation: Unintended Consequences—The Impact of Exclusion on Security

*Facilitated by Dr. John N. Greene, Jr., Principal at i5 Consulting
Kathryn McDonald Larson, Managing Director for North America at IndustryMasters, Inc.
Plenary Room 1744*

B

Inclusive Security: A Role for Immigrants and Refugees?

*Facilitated by Hannah Winnick, Program Director, Transatlantic Dialogue on Democracy and Social Policy,
Heinrich Böll Foundation North America
Captain Alexander Meins, Professor of Finance at the Air Force Academy, German Federal Ministry of Defense
Dominik Wullers, Economist, Spokesman of the Federal Office for Bundeswehr Equipment, and Vice President of
Deutscher.Soldat, Germany
Conference Room 1700*

C

Civil and Human Rights: The Security Context

*Facilitated by Nadia Firozvi, Project Manager, Democracy Fund
Emmanuel Jacob, President, European Organization of Military Associations (EUROMIL)
AV Conference Room 1744 Lower Level*

10:30 – 10:45 Coffee/Discussion Break

10:45 – 11:15 Content Report Back and Framing
*Facilitated by Alex T. Johnson, Senior Policy Advisor for Europe and Eurasia,
Open Society Foundations
Plenary Room 1744*

11:15 – 12:00 Gender in Security: Gender Perspectives in Planning, Execution, Assessment
*Virginie Viscardy, NATO C&I Agency , Gender Focal Point for Allied Command
Transformation (ACT)
Angelic Young, Director of National Action Plans, Inclusive Security
Moderated by Dr. Kent Davis-Packard, Visiting Scholar, Johns Hopkins School of
Advanced International Studies, and a founder of the SAIS Women Lead academic program*

12:00 – 12:40 Lunch Served
Atrium 1744

12:40 – 13:25 Lunch Exchange—Successes and Challenges: European/Canadian Perspectives
Rozemina Abbasi, Armed Forces BAME / Gender recruitment targets - policy lead,
UK Ministry of Defense
Sarah Heer, Director Human Rights and Diversity, Canadian Armed Forces
Commander s.g. Torben Steinweller (team leader/desk officer for diversity and inclusion),
Staff Element for equal opportunities, D&I, Bundeswehr, Germany
Moderated by *Ajenai Clemmons* (MMF 2015), Duke Sanford School of Public Policy
Plenary Room 1744

13:40 – 15:10 International Cross Talk Session III: D&I Training and Evaluation

A

D&I for the Future: Anticipating Culture Shifts

Facilitated by *Wolfgang Jockusch*, Founder and CEO, BAMIK
Norvel "Rock" Dillard, Director, Diversity and Inclusion Management,
Office of Diversity Management and Equal Opportunity, U.S. Department of Defense
AV Conference Room 1744 Lower Level

B

Training for Cohesion: Defusing Extremism and Hate

Facilitated by *Reverend Mark E. Fowler*, Deputy Chief Executive Officer, Tanenbaum
Elyamine Settoul, Professor, Institute for Strategic Research at the Military College,
French Ministry of Defense
Conference Room 1700

C

Maximizing Unconscious Bias Training

Facilitated by *Minjon Tholen*, Senior Consultant, Cook Ross
Plenary Room 1744

D

Developing Diverse Talent Forces/Staff through Coaching, Mentoring, Championing

Facilitated by *Maria Robles Meier*, Founder and Chief Strategist at Mterprise Inclusion Strategies;
Amin Michel, Board Secretary & Board Treasurer, Dutch Military Union AFMP,
and Director & Founder at Inclusion4Diversity Consulting & Training, The Netherlands
Stone Room 1744

15:10 – 15:25 Coffee/Discussion Break

- 15:25 – 16:05 Content Report Back and Framing
*Facilitated by **Alex T. Johnson**, Senior Policy Advisor for Europe and Eurasia,
Open Society Foundations
Plenary Room 1744*
- 16:05 – 17:20 Closing Table Top Work and Summation –
Reaching a Consensus on the Aims and Messaging for Inclusive Security;
Next Steps for this Growing Network of Practitioners
*Facilitated by **Lora Berg**, GMF Senior Fellow, and **Chevalier Cleaves**, Chief Diversity
Officer, Director, Diversity and Inclusion, Deputy Chief of Staff for Manpower, Personnel
and Services, Headquarters, U.S. Air Force, Washington, D.C.*
- 17:20 Departures



(photo: the first "Mission Critical: Diversity and Inclusion Best Practices for Militaries" November 2013)



(photo: "Diversity and Inclusion for Armed Forces" Berlin convening, June 2015)

CELEBRATING THE MARSHALL PLAN

Wednesday, June 5, 2017

Dear friends,

This is GMF's moment. Today marks the 70th anniversary of the speech George Marshall, then Secretary of State, gave at Harvard University, laying the foundation for what came to be known as the Marshall Plan.

Looking back can sometimes help us see the present more clearly. Today the Marshall Plan is described as one of most successful examples of a foreign assistance program. But we forget how contentious it was back in 1947. We forget that U.S. officials had to spread out across the country to make the case for the Plan to war-weary Americans, who wanted to focus inward, rather than provide substantial support to help a devastated Europe recover. The Marshall Plan laid the foundation for both a strong transatlantic relationship and a unifying Europe that we have come to take for granted over the ensuing seven decades. That gospel truth is now being questioned.

Every day, GMF's eight offices deliver on our critical mission of strengthening transatlantic cooperation in the spirit of the Marshall Plan. The United States and Europe form the essential core of the rules-based order that we built together after World War II. The principles of that order – democratic systems of government, free market economies, rule of law, and rights of the individual – define “the spirit of the Marshall Plan.” GMF focuses not only on the external challengers to that international order, but also on the internal challenges of nationalism, populism, and distrust in established institutions roiling our domestic debates. We seek to contribute to helping both sides of the Atlantic come together around a shared agenda that can be translated into common action.

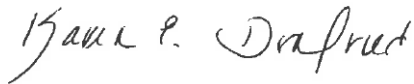
GMF is answering this challenge with what it does best: producing compelling analysis and programming to influence policymakers, building vibrant civil society, and engaging the next generation of transatlantic leaders. We are both doubling down on existing work and actively pursuing new projects. We are also stepping up our efforts to help explain each side of the Atlantic to the other in response to our new transatlantic reality. Europeans are exhibiting a voracious appetite for understanding political, economic and social trends in the United States. We are seeking to decode the United States for our European partners by leveraging, in particular, our alumni and urban policy networks and thus increasing GMF's reach. At the same time, we continue to make the case for why a strong relationship with Europe matters to Americans living far away from Washington, DC, or New York.

GMF was created on the 25th anniversary of the Marshall Plan thanks to a generous gift from the then West German government. The Marshall Plan, which has become a synonym for a strong transatlantic partnership, set European integration as a key objective, defining it as in the interest both of Europe and the United States. As we celebrate the anniversary of the Marshall Plan and of GMF, our aim is not solely to celebrate and remember American leadership based on enlightened self-interest. We also want to highlight and interpret the relevance of GMF's mission to today's world.

Lately transatlantic ambition has been in short supply. Ambition was the fuel behind Marshall's vision. Between 1948 and 1951, the United States provided \$13.3 billion (\$150 billion in 2017 dollars) to 16 European countries. The appropriation for 1949 alone totaled about 12% of the U.S. federal budget. None of that was preordained. GMF strives to be an engine of transatlantic ambition today.

We look forward to continuing to involve you in our work. Help us design, make possible, and implement a new transatlantic future that isn't rooted in nostalgia, but rather remembers the past to better meet today's formidable challenges. Each of us has an important role in articulating the relevance of sustained transatlantic ties to our time. Our ability to effect change is multiplied when we work together. Our time to act is now.

Sincerely,

A handwritten signature in cursive script that reads "Karen P. Donfried".

Karen Donfried

President
The German Marshall Fund of the United States



Our People are our Greatest Resource, Diversity is our Greatest Strength

At the center of the U.S. Department of Defense is our most important resource – our people. We recognize that diverse backgrounds and experiences provide a strategic advantage in achieving mission success and maintaining our highest state of readiness. At the Department of Defense, diversity encompasses more than race and gender – we seek to include diversity of thought, abilities, backgrounds, languages, cultures and skills. We believe it is a diverse force that makes us a stronger force.

To learn more about diversity in the U.S. Department of Defense, visit:

www.diversity.defense.gov

Connect with us: #doddiversity



Mission Critical
Inclusive Leadership for the Security Sector
International Delegation

Australia

Melissa Campbell

Lieutenant Colonel, Staff Officer Joint Personnel
Australian Defense Staff - Australian Embassy Washington

Michael Que Hee

Wing Commander, Assistant Air Attaché
Australian Defense Staff - Australian Embassy Washington

Gina Maree Kimmins

Squadron Leader (O-4), Air Staff Officer Exchange and Training
Australian Defense Staff - Australian Embassy Washington

Belgium

Emmanuel Jacob

President, European Organization of Military Associations,
based in Brussels, Belgium

Canada

Lieutenant Colonel Sarah Heer

Director, Directorate of Human Rights and Diversity,
Canadian Armed Forces

France

Dr. Elyamine Settoul

Professor, Institute for Strategic Research at the Military College,
French Ministry of Defense

Germany

Colonel Horst Busch

Military Attaché, Embassy of the Federal Republic of Germany

Wolfgang Jockusch

Founder and CEO, BAMIK

Alexander Meins

Officer, Federal Ministry of Defense; leadership team member, Deutscher.Soldat

Commander s.g. Torben Steinweller

Team Leader/Desk Officer for Diversity and Inclusion (D&I),
Staff Element for Equal Opportunities, D&I, Federal Ministry of Defense

Dr. Uwe Ulrich

Director, Center for Intercultural Competence, Command and Staff College,
Federal Ministry of Defense

Dr. Dominik Wullers

Economist, Spokesman of the Federal Office for Federal Ministry of Defense Equipment, and Vice
President of Deutscher.Soldat

The Netherlands

Samira Rafaela

Organizational Strategy Advisor, Dutch National Police

Amin Michel

Board Member of AFMP/FNV (General Federation of Military Personnel)

Director, Inclusion4Diversity Consulting & Training

United Kingdom

Rozemina Abbasi

Assistant Head, Armed Forces Targets, Ministry of Defense

Tanya Dickson

Officer, Diversity Policy, Ministry of Defense

Tessa Glenn

Policy Advisor - Service Personnel, Veterans & Welfare, British Defence Staff

Embassy of the United Kingdom, Washington, D.C.

Dr. Sarah Wareing

Assistant Head, UK Engagement, Ministry of Defense

U.S. Senior Leaders

Department of Defense

Speakers

Lieutenant General Stayce Harris

Assistant Vice Chief of Staff and Director, Air Staff, U.S. Air Force

Major General Marc Sasseville

Deputy Director, Air National Guard

Participants

Brigadier General Ondra Berry

Assistant to the Assistant Secretary of the Air Force, Manpower and Reserve Affairs,
Assistant Adjutant General

Chevalier Cleaves

Chief Diversity Officer, U.S. Air Force

Clarence Johnson

Director, Office of Diversity Management and Equal Opportunity, U.S. Department of Defense

Brigadier General Steven A. Schaick

Deputy Chief of Chaplains, U. S. Air Force

Brigadier General John S. Tuohy

Commander, Washington Air National Guard, and Assistant Adjutant General - Air, Washington

Warren Whitlock

Deputy Assistant Secretary of the Army, Diversity and Leadership, Department of the Army

Department of Veterans Affairs

Georgia Coffey

Deputy Assistant Secretary for Diversity and Inclusion, U.S. Department of Veterans Affairs

Ambassadors

Ambassador Deborah McCarthy

Executive Director, Center for Strategic and International Studies (CSIS)
International Career Advancement Initiative

Ambassador Gina Abercrombie-Winstanley

Incoming Director, Office of Global Women's Initiatives, U.S. Department of State

Corporate and University Vice Presidents

Dr. Lisa M. Coleman

Senior Vice President, Global Inclusion & Strategic Diversity, New York University

Trevor Gandy

Senior Vice President, Deputy Chief Cultural Officer, Chubb

Jackie Glenn

Vice President, Global Diversity and Inclusion, Dell Technologies

Gena Lovett

Vice President of Operations for Defense, Space & Security, Boeing

Fred Whipple

Vice President of Diversity, Community & Workforce, Shell U.S.

GMF Alumni Participants

The German Marshall Fund of the United States offers a portfolio of initiatives for established, mid-career, and next generation leaders who are committed to strengthening transatlantic relations. These distinguished alumni of the GMF leadership programs (Marshall Memorial Fellowship, Manfred Woerner Seminar, and Transatlantic Inclusion Leaders Network) are participating in “Mission Critical: Inclusive Leadership for the Security Sector.”

Troy Brashear (MMF '09)
Ajenai Clemmons (TILN '15, MMF '16)
Aurora Fleming (MMF '15)
Zazy Lopez (MMF '16)
Gary Norman (MMF '08)
Samira Rafaela (TILN '16)
Brandon Scott (TILN '17)
Alex Tiersky (MWS '03)
George Walker (MMF '06)
Dominik Wullers (MMF '15)
Ali Wyne (MWS '15)

The Marshall Memorial Fellowship (MMF): This fellowship is GMF’s flagship leadership development program. Created in 1982 to introduce a new generation of European leaders to the United States, it now prepares leaders from both sides of the Atlantic for transatlantic relations. The program relies on 6 months of distance learning and 24 days of first-hand experience to facilitate knowledge and network development for effective transatlantic engagement. GMF awards 75 fellowships each year to candidates from all sectors, including business, government and civil society. The MMF alumni network numbers more than 2,500 leaders. Their transatlantic engagement continues throughout their careers with GMF alumni projects, seminars, and major events. <http://www.gmfus.org/transatlantic-leadership-initiatives/marshall-memorial-fellowship>

The Manfred Wörner Seminar (MWS): Started in 1982 as the Multiplikatoren Seminar (Multiplier Seminar) and co-sponsored by the German Marshall Fund and the Armed Forces Office of the German Defense Ministry, the annual Manfred Wörner Seminar brings together 30 young Americans and Germans to examine German and European security policy and to discuss U.S.–German and U.S.–European security interests. The seminar serves to deepen understanding between participants from both countries and offers an excellent opportunity to broaden professional networks and horizons. The ten-day program takes place each year in May or June, and consists of briefings and dialogues with senior security experts and practitioners and site visits. The seminar begins with an introductory briefing in Washington, DC and ends with debrief in Berlin. <http://www.gmfus.org/transatlantic-leadership-initiatives/manfred-w%C3%B6rner-seminar>

The Transatlantic Inclusion Leaders Network (TILN): TILN supports young, diverse elected leaders from the United States and Europe. In partnership with the U.S. Department of State, the U.S. Helsinki Commission, and other stakeholders, TILN inspires, informs, and connects diverse young leaders to excel in elected office and other leadership roles, advance inclusive policies, and engage with senior transatlantic policymakers. Now in its sixth year, the TILN network includes over 120 dynamic leaders on both sides of the Atlantic. <http://www.gmfus.org/transatlantic-leadership-initiatives/transatlantic-inclusion-leaders-network>



The German Marshall Fund
of the United States



STRENGTHENING TRANSATLANTIC COOPERATION

Event Participants

Name	Position and/or Rank	Organization
Rozemina Abbasi*	Assistant Head, Armed Forces Targets	British Ministry of Defense
Nida Ansari	Foreign Affairs Officer	U.S. Department of State
Neyla Arnas	Senior Research Fellow	National Defense University
Marc Asiedu	Chief of Staff, BDS Operations	The Boeing Company
Carrie K. Baker	Diversity & Inclusion Officer	Air Mobility Command, USAF
Nick Battle	Senior HR Officer	GMF
Francisco Bencosme	Legislative Assistant	U.S. Senate Foreign Relations Committee
Lora Berg*	Senior Fellow	GMF
Brigadier General Ondra L. Berry	Assistant Adjutant General	Headquarters Nevada Air National Guard
Virginia Berry	Supervisory D&I Advisor	U.S. Department of Homeland Security
Colonel Troy Brashear	Director, Mission Control Systems Operating Unit	Northrop Grumman Corporation
Terry L. Bullard	Vice Commander	U.S. Air Force Office of Special Investigations
Horst Busch	Colonel	Embassy of Germany
Asha Castleberry	Professor and Fellow	Fordham University and Foreign Policy Interrupted
Chevalier P. Cleaves*	Chief Diversity Officer and Director, Diversity and Inclusion	Headquarters Air Force
Ajenai Shareece Clemmons**	PhD Student	Duke University
Georgia Coffey	Deputy Assistant Secretary for D&I	U.S. Department of Veterans Affairs

Dr. Lisa M. Coleman	Senior Vice President, Global Inclusion & Strategic Diversity	New York University
Scott Colwell	Second Lieutenant	Fairfax County Police
Shirley J. Copeland	Chief Diversity Officer	National Guard Bureau
Randall Crandon	Research Fellow	U.S. Department of Defense
Leo Cruz	Principal	Like Minded Consulting
Judith Davis	President	Ambesa Communications International
Kent Elizabeth Davis-Packard**	Professor	Johns Hopkins School of Advanced International Studies (SAIS)
Jason Dempsey^	Senior Fellow	Center for New American Security
Norvel "Rock" Dillard^	Director, Diversity and Inclusion Management	Office of Diversity Management and Equal Opportunity, U.S. Department of Defense (ODMEO)
Ryan J. Donaghy	Analyst	U.S. Department of Homeland Security
Dr. Karen Donfried*	President	GMF
Janna S. Dorvil	Chief, Diversity and Inclusion	Headquarters Air Force
Candace Eckert	Captain	U.S. Navy
Charu Esper	Deputy Director	U.S. Customs and Border Protection
Nadia Firozvi^	Project Manager	Democracy Fund
Mark E. Fowler^	Deputy Chief Executive Officer	Tanenbaum Center for Interreligious Understanding
Tracey L. France	Workforce Policy Advisor	U.S. Coast Guard
Trevor Gandy*	Senior Vice President, Deputy Chief Culture Officer	Chubb Insurance
Jackie Glenn*	Vice President, Global Diversity and Inclusion	Dell
Tessa Glenn	Policy Advisor, Service Personnel & Veterans	British Defence Staff, Embassy of the United Kingdom
Lamont Gordon	Associate Vice President	The Posse Foundation
John N. Greene^	Principal	i5 Consulting, LLC
Bailey R. Hackbarth	Acting Chief Diversity Officer	U.S. Naval Academy

Lieutenant General Stayce Harris*	Assistant Vice Chief of Staff and Director	Headquarters Air Force
Congressman Alcee Hastings*	U.S. Representative, Florida 20 th District	U.S. House of Representatives
Rickey O. Harrington	Deputy Chief, Force Support Division, Directorate of Personnel	USAF Reserve
Michael Que Hee	Wing Commander	Embassy of Australia - Air Force
LCol Sarah Heer*	Director - Directorate of Human Rights & Diversity	Canadian Armed Forces
Dr. Katherine Helland^	Director, Joint Advertising Marketing Research and Studies	Office of People Analytics, U.S. Department of Defense
Elaine Ho	Chief of Staff	U.S. Digital Service
Audrey Huon-Dumentat	Deputy Director	Office of Civil Rights, U.S. Department of State
Emmanuel Jacob^	President	EUROMIL
Wolfgang Jockusch^	CEO; LtCol (Res)	BAMIK GmbH
Justin Joffrion	Lieutenant Colonel	Office of the Under Secretary of Defense for Personnel and Readiness
Chanelle Johnson**	Chief, Civilian Diversity & Inclusion	U.S. Air Force
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Alex T. Johnson**	Senior Policy Advisor for Europe and Eurasia	Open Society Foundations
Kristy N. Kamarck	Military Manpower Analyst	Congressional Research Service
Charlotte Kea^	President	International Career Advancement Program Alumni Association
Adnan Kifayat^	GMF Senior Fellow and Head of Global Security Ventures	Gen Next Foundation
Gina Kimmins	Squadron Leader	Royal Australian Air Force
Beverly Kirk	Fellow, Deputy Dir. for Outreach, ISP; Program Mgr. Smart Women, Smart Power	Center for Strategic and International Studies
Andrew Kolb^	Director, Communications	GMF
Rafael D. Lantigua Jr.	Chaplain, Captain	U.S. Air Force

Chris LaPack	Chaplain, Lt Col	Headquarters U.S. Air Force/HCP
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Ambassador Deborah A. McCarthy	Executive Director	Center for Strategic and International Studies
Filip Medic	Deputy Director, Transatlantic Leadership Initiatives	GMF
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Alexander Meins^	Captain	Bundeswehr
Carmen Mezzera	Executive Director	Association of Professional Schools of International Affairs
Amin Michel^	Director & Founder	Inclusion4Diversity
Becky Monroe*	Director, Stop Hate Project	Lawyers' Committee for Civil Rights
Gary Norman	Civil Rights Commissioner	MD Commission on Civil Rights
Levy Pekar	First Lieutenant, Chaplain	U.S. Air Force
Floyd Pitts	Senior Vice President & Chief Diversity Officer	American Red Cross
Samira Rafaela^	Advisor for Organizational Strategy	National Police of the Netherlands
Julie Rodriguez	MSI Liaison	U.S. Coast Guard
Major General Marc H. Sasseville**	Deputy Director, Air National Guard	Headquarters Air Force
Amy Schafer^	Research Associate, Military, Veterans & Society	Center for a New American Security
Steven A. Schaick	Air Force Deputy Chief of Chaplains	U.S. Air Force

Brandon Scott*	Council Representative	Baltimore City Council
Dr. Elyamine Settoul^	Lecturer	Sciences Po/IRSEM Ministry of Defense
Demola Sholagbade	Senior D&I Practitioner	Private
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Nina Smith^	Director, Media Relations	Megaphone Strategies
Torben Steinweller*	Commander s.g.	Federal Ministry of Defence, DEU
Freshta Tabibi	Federal Consultant	Deloitte
Damien Joseph Terry	Diversity Outreach Program Manager	U.S. Coast Guard
Minjon Tholen^	Senior Consultant	Cook Ross
Mischa Thompson**	Policy Advisor	U.S. Helsinki Commission
Matt Thorn	Executive Director	OutServe-SLDN
Alex Tiersky	Global Security and Political-Military Affairs Advisor	U.S. Helsinki Commission
Rosarie Tucci	Director, Inclusive Societies	U.S. Institute of Peace
Brigadier General John S. Tuohy	Commander, Washington Air National Guard, and Assistant Adjutant General - Air, Washington	Washington Military Department
Patricia J. Tutalo	Commander	U.S. Coast Guard
Dr. Uwe Ulrich	Oberstleutnant / Lieutenant Colonel	Bundeswehr / German Armed Forces
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Traci Wade	Director, Diversity and Inclusion	Oracle
George Walker*	Director of Diversity & Inclusion	Memorial Sloan Kettering
Sarah Wareing	Assistant Head Engagement	British Army
Fred Whipple*	Vice President D&I, Community & Workforce	Shell
Warren Whitlock	Deputy Assistant Secretary of the Army, Diversity and Leadership	U.S. Army
Hannah Winnick^	Program Director, Transatlantic Dialogue on Democracy and Social Policy	Heinrich Boell Foundation North America

Ambassador Gina Abercrombie
Winstanley**

Senior Foreign Service Officer and
Assesor

U.S. Department of State

Sharon Marie Wong**

Executive Director, Strategic Recruitment,
Diversity & Inclusion

Department of Homeland Security

April Wood^

Senior Director, Community Mobilization
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Vera Zakem

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CNA Corporation

* Denotes Speaker

** Denotes Moderator

^ Denotes Workshop Facilitator



The German Marshall Fund
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STRENGTHENING TRANSATLANTIC COOPERATION

Speakers, Facilitators, and Moderators

Rozemina Abbasi

Rozemina is Assistant Head, Armed Forces (AF) Diversity Recruitment Targets, at the Ministry of Defence in the United Kingdom. Her responsibilities include providing policy advice and guidance on black, Asian, minority, ethnic and female (BAME/Female) diversity recruitment targets program; working with the AF leads to develop a 10 year Framework of activities to increase BAME/Female representation in the Armed Forces; and working with other government departments, charities and public bodies to increase awareness of the Armed Forces careers and opportunities.

Lora Berg

Lora Berg is a retired senior Foreign Service officer with the U.S. Department of State, currently residing as a senior fellow at the German Marshall Fund working to advance diversity and inclusion best practices in the transatlantic space. In this capacity, she develops partnerships with other institutional actors on the international stage to inform and strengthen positive discourse around diversity and inclusion, and develops leadership programs with a focus on rising, diverse young leaders. She has served as a diplomat specialized in public diplomacy at the U.S. embassies in Morocco, Tunisia, Saudi Arabia, France, Belgium, and the Slovak Republic. Berg holds a BA from the University of North Carolina at Chapel Hill, as well as a Master of Fine Arts and Master's degree in international relations from Johns Hopkins University.

U.S. Senator Ben Cardin

Ben Cardin has been a national leader on health care, retirement security, the environment and fiscal issues while representing the people of Maryland in the U.S. Senate, and before that in the House of Representatives. First elected to the Senate in 2006, Senator Cardin currently serves as Ranking Member of the Senate Foreign Relations Committee. Senator Cardin has a deep interest in foreign affairs and has worked across party lines to further our national security and protect universal human rights. He has been a Commissioner on the U.S. Helsinki Commission since 1993, serving as Chairman of the Commission in the 111th and 113th Congress. In 2015, he was

named as the Special Representative on Anti-Semitism, Racism, and Intolerance for the 57-nation Organization Security and Cooperation in Europe (OSCE) Parliamentary Assembly.

Chevalier “Chevy” Cleaves

Chevalier “Chevy” Cleaves, a member of the Senior Executive Service, is Director, Diversity and Inclusion, Deputy Chief of Staff for Manpower, Personnel and Services, Headquarters U.S. Air Force, Washington, D.C. He is responsible for leading diversity and inclusion transformation for the Air Force’s 632,000 active duty, Air National Guard, Reserve and civilian personnel. His duties include creating sustainable change while integrating diversity and inclusion-focused leadership with operational, functional and talent management strategies and processes. Mr. Cleaves earned his commission in 1985 through the U.S. Air Force Academy. Serving three tours as a T-38 instructor pilot and three flying KC-135s, he commanded one of the most heavily tasked tanker squadrons in the Air Force. He played a critical role in the response to Sept. 11, 2001, events as the lead Checkmate team chief. Later as a Joint Staff division chief, he was responsible for the information operations career force and for delivering integrated, joint special technical operations capabilities to unified commanders. Mr. Cleaves was nominated by the President and confirmed by the Senate to lead the U.S. Air Force Academy admissions directorate, where the superintendent selected him to lead the USAFA’s diversity and inclusion efforts. He retired in the grade of colonel in 2010. He then entered the private sector as vice president, global diversity and inclusion for a Fortune 300 company. Prior to his current position, Mr. Cleaves led diversity and inclusion business integration for the Internal Revenue Service.

Ajenai Clemmons

Ajenai Clemmons is working towards a Ph.D. in public policy with a concentration in political science at Duke University’s Sanford School of Public Policy. Previously, she was the managing partner of The Policy Shop LLC, a global consulting firm that provides strategic planning and policy analysis. Ajenai is honored to have been selected as an American Political Science Association Minority Student Fellow, Truman National Security Project Fellow, and a National Organization of Black Elected Legislative Women Fellow. Most recently, Ajenai served five years as the policy director for the National Black Caucus of State Legislators (NBCSL), a Washington, D.C.-based association of 675 African-American state legislators representing 65 million constituents.

Dr. Kent Davis-Packard

Kent Davis-Packard is an adjunct professor of Middle East Studies and American Foreign Policy at the Johns Hopkins School of Advanced International Studies (SAIS). Most recently, she was co-Executive Director of Women's Learning Partnership, a partnership of 20 international

women's organizations located in primarily Muslim-majority countries. She holds a Ph.D. in Middle East studies and international law from SAIS. As a Presidential Management Fellow, Davis-Packard played a key role in launching the State Department's Women in Public Service Project. She also managed the Egypt Desk's human rights portfolio and served as a U.S. Department of Defense country desk officer in Iraq; and as a U.S. Department of State political officer in Syria. Davis-Packard holds a master's degree in conflict management and economics from SAIS; a master's degree in French and romance philology from Columbia University; a comparative literature Maitrise, Lettres Modernes, from the Universite de Paris VIII; and a BA in English and Comparative Literature summa cum laude from Cornell University. As a Fulbright Scholar to Morocco, she studied the influence of returning migrants on local communities.

Jason Dempsey

Jason Dempsey is an Adjunct Senior Fellow of the Military, Veterans, and Society Program at the Center for a New American Security (CNAS). Dr. Dempsey has written extensively on Army efforts toward gender integration, the experiences of Hispanics in the military, and our counterinsurgency efforts in Afghanistan. His book, *Our Army: Soldiers, Politics and Civil-Military Relations* was published by Princeton University Press and was the first major work to delve into the social and political attitudes of the active-duty military. Dr. Dempsey is the co-founder of AgentHero, a company that seeks to empower the community of veteran and military spouse real estate agents. He is also a Senior Adviser to the Columbia University School of Continuing Education. He recently retired from the Army, where he last served as Special Assistant to the Chairman of the Joint Chiefs of Staff. From 2011-2012 he led the inter-agency efforts around implementation of Presidential Study Directive – 9, Strengthening Our Military Families while a member of the White House Task Force on Veterans, Wounded Warriors and Military Families. Dr. Dempsey is a graduate of the United States Military Academy and holds a PhD in political science from Columbia University.

Norvel "Rock" Dillard

Norvel "Rock" Dillard serves as the Director, Diversity and Inclusion (D&I) Management, for the Office of Diversity Management and Equal Opportunity. As the Director of D&I Management he provides oversight and strategic guidance to D&I, EO, and EEO specialists located across the DoD enterprise. He provides advice and guidance to DoD leadership at the highest levels, including in the Military Services and the Defense Agencies, concerning all diversity and inclusion management and compliance issues. Prior to this assignment Mr. Dillard served as a Strategic Initiatives Manager and technical expert in strategic initiatives and communications and as an advisor to the Deputy Assistant Secretary of the Army (DASA) (Diversity and Leadership) and the Assistant Secretary of the Army for Manpower and Reserve

Affairs (M&RA). Prior to this assignment he served for 15 months as the Diversity and Leadership Deputy Director with duty as the Deputy Assistant Secretary of the Army (Diversity and Leadership). Mr. Dillard retired as a Colonel from the Active Army in 2008 after serving more than 26 years in numerous command and staff positions. Mr. Dillard graduated as a Distinguished Military Graduate with a Bachelor's Degree in Mass Communications from Norfolk State University, Dual Masters Degrees in Management and Computer Resources Management from Webster University and a Master's Degree in National Resource Strategies from the Industrial College of the Armed Forces (ICAF).

Dr. Karen Donfried

Dr. Karen Donfried is president of The German Marshall Fund of the United States (GMF). Before assuming this role in April 2014, Donfried was the special assistant to the president and senior director for European affairs on the National Security Council at the White House. In that capacity, she was the president's principal advisor on Europe and led the interagency process on the development and implementation of the president's European policies. Prior to the White House, Donfried served as the national intelligence officer (NIO) for Europe on the National Intelligence Council, the intelligence community's center for strategic thinking. As NIO, she directed and drafted strategic analysis to advance senior policymakers' understanding of Europe. Donfried first joined GMF in 2001 after having served for ten years as a European specialist at the Congressional Research Service. From 2003-05, she was responsible for the Europe portfolio on the U.S. Department of State's Policy Planning Staff. Her second term of service at GMF was 2005-10, first as senior director of policy programs and then as executive vice president. Donfried serves as a senior fellow at the Center for European Studies at Harvard University. She is a member of the Council on Foreign Relations. She was a member of U.S. Secretary of State John Kerry's Foreign Affairs Advisory Board from 2015-17. From 2014-16, Donfried served as vice chair of the World Economic Forum's Global Agenda Council on the United States; in 2016, she became a member of WEF's Global Future Council on Regional Governance.

Nadia Firozvi

Nadia Firozvi is a project manager at the Democracy Fund. Previously, she worked as a policy advisor with the U.S. Department of Homeland Security for six years. Prior to this, she served as a domestic policy coordinator with the Government Relations arm of the Arab American Institute, and before this Nadia worked as a staff attorney with the Asian Pacific American Legal Resource Center for three years. Nadia earned her bachelor's in English Language & Literature and Letters from Loyola University Maryland and completed her JD at the University of Baltimore School of Law in 2005.

Reverend Mark E. Fowler

Mark E. Fowler is responsible for overseeing the design and implementation of Tanenbaum's programmatic trainings. Mark has been involved in New York City's education community for over 20 years and is a skilled facilitator/trainer who worked with teachers, counselors, administrators and students at the Anti-Defamation League on prejudice reduction, conflict resolution, and reducing bias and bullying. He is a sought-after keynote speaker and facilitator who has addressed organizations throughout New York on issues of equality in race, gender, sexual orientation and religion. He earned a B.A. in English and Education at Duke University and was trained as a Mediation and Conflict Resolution Specialist with the NYC Department of Education. Mark also is a graduate of the One Spirit Interfaith Seminary and is an ordained Interfaith/Interspiritual minister.

Trevor Gandy

As Chubb's Senior Vice-President and Chief Diversity Officer, Trevor Gandy reports to the company's Chairman and is responsible for developing and implementing a diversity strategy that fosters innovation and market leadership. He works closely with Chubb's senior leadership and employee resource groups to ensure that the company is viewed by its employees, customers and partners worldwide as an inclusive organization that promotes and leverages the business value of diversity. During his career at Chubb, Trevor has held a variety of underwriting and human resources positions at the branch, regional and corporate levels. He received his Bachelor's Degree from Pepperdine University and has completed an Executive Education program for Senior Human Resources Executives at Stanford University. His involvement with Chubb Employee Resource Groups includes prior roles as Chair of Chubb's Minority Development Council (MDC) and as an Advisor to the Chubb Black Employee Network (CBEN). Trevor also chairs Chubb's Women of Color Initiative Steering Committee, which is charged with accelerating the development and advancement of multicultural women within the company. Trevor is also a member of The Conference Board Council of U.S. Diversity & Inclusion Executives, the National Council for Research on Women Corporate Circle Advisory Board and the Center for Work Life Policy Task Force for Talent Innovation.

Jackie Glenn

Jackie Glenn is a pioneering diversity and inclusion expert. Her groundbreaking initiatives have reshaped organizational policies, unified a multidimensional corporate culture, and generated international interest and intrigue. Glenn joined EMC Corporation in 2000 and quickly progressed to senior director of HR operations for a global salesforce of more than 2,000. As global chief diversity officer, she created a groundbreaking transgender reassignment and benefits program, multiple women's corporate advancement immersion experiences, and recruiting partnerships with Historically Black Colleges and Universities (HBCUs). As a result

of Glenn's work, EMC has been recognized with numerous honors, including DiversityInc Top 25 Noteworthy Company, Disability Matters Leading Employer, and for five consecutive years EMC achieved a perfect score on the Human Rights Campaign Corporate Equality Index. Glenn's personal honors include Champion of Diversity by NY Urban League, Founder's Award from Lawyer's Committee for Civil Rights & Economic Justice, Black History Leadership from Whittier Street, named one of Boston's 100 Most Influential People by Get Connected!, Top 10 Influential Women in Diversity by Diversity Global Magazine, and Women of Excellence/Global Women's Champion by National Association for Female Executives. Glenn earned an M.S. in human resources management from Leslie University, Cambridge, MA and a bachelor's degree from Emmanuel College.

Dr. John N. Greene, Jr.

Dr. John N. Greene, Jr. was born in Greenville, AL and raised in Southfield, MI. John attended the University of Michigan, Ann Arbor obtaining a Bachelor of Arts degree in Psychology. He earned Master of Arts and Ph.D. degrees from the University of Alabama, Tuscaloosa in Clinical Psychology with a Psychology-Law Subspecialty. He leads i5 Consulting, where he is tasked with maximizing the success of talent and the organizations in which they perform.

Lieutenant General Stayce Harris

Lt. Gen. Stayce D. Harris is the Assistant Vice Chief of Staff and Director, Air Staff, Headquarters U.S. Air Force, Washington, D.C. She also serves as Deputy Chairman of the Air Force Council, and is the Air Force accreditation official for the international Corps of Air Attachés. Gen. Harris received a commission in the Air Force through the University of Southern California's Air Force ROTC program. She served on active duty until joining the Air Force Reserve in 1991. Her staff assignments include serving as a mobility force planner for the Deputy Chief of Staff for Plans and Operations and as the Individual Mobilization Augmentee to the Deputy Assistant Secretary of the Air Force. She has commanded an airlift squadron, an expeditionary operations group, an air refueling wing and a numbered air force. Prior to her current position, Gen Harris served as the Commander, 22d Air Force, Dobbins ARB, Georgia.

U.S. Representative Alcee Hastings

Alcee L. Hastings represents his native state of Florida by serving as Congressman for District 20, which includes parts of Broward and Palm Beach Counties. Congressman Hastings was first elected in 1992 and is currently serving his 13th term in the Congress. Born in Altamonte Springs, he attended Florida's public schools, and graduated from Fisk University in 1958. He earned his law degree from Florida A&M University in Tallahassee. Alcee Hastings has distinguished himself as an attorney, civil rights activist, judge, and now Member of Congress. Appointed by President Jimmy Carter in 1979, he became the first African-American Federal

Judge in the State of Florida, and served in that position for 10 years. Throughout his lifetime, Congressman Hastings has championed the rights of minorities, women, the elderly, children, and immigrants. Among Congress' most respected voices in international affairs, Congressman Hastings is Ranking Democratic Member of the Commission on Security and Cooperation in Europe. In 2007, Congressman Hastings became the first African-American to chair the Commission and continues his work in the areas of human rights, economic development, regional security, and parliamentary diplomacy.

Sarah Heer

LCol Sarah Heer is a Royal Canadian Artillery Officer who has completed all of her regimental time to date with the 2nd Regiment Royal Canadian Horse Artillery in Petawawa, Ontario. She has filled a wide variety of positions within the Regiment including experience on the Gun-line, as a Forward Observer, in the Regimental Headquarters as the Unit Adjutant and in a Brigade Headquarters as the G1 for 2 CMBG. Her operational experience includes a deployment to Kabul, Afghanistan in 2003/2004 and two Disaster Assistance Response Team (DART) deployments (Sri Lanka, OP STRUCTURE in 2005 and Haiti, OP HESTIA in 2010). She completed her Joint Command and Staff Programme and Masters in Defence Studies at the Canadian Forces College in Toronto in 2014 and was subsequently posted to the Strategic Joint Staff as a Regional Planner for Latin America. She assumed the post of Director of the Directorate of Human Rights and Diversity (DHRD) in June 2016. As DHRD, on behalf of the Commander Military Personnel Command, she is responsible for ensuring that all current and future CAF policies are in compliance with applicable legislation and are implemented in accordance with the Employment Equity Act to achieve the CAF representation rates and to provide a better work environment for all our members. Additionally, DHRD is responsible for the development and implementation of the CAF Diversity Strategy and action plan which was published in January 2017.

Katherine Helland, PhD

Katherine Helland, PhD is Director of Joint Advertising Marketing Research and Studies in the Office of People Analytics, U.S. Department of Defense. She graduated from the Haslam College of Business at the University of Tennessee, Knoxville, in 2006.

Emmanuel Jacob

Emmanuel Jacob is the President of the European Organisation of Military Associations (EUROMIL). Jacob joined the Belgian Armed Forces in March 1979 as a short term soldier before completing NCO training in 1981 (Field Artillery). He served in the 17th Field Artillery Battalion in Altenrath, Germany, and in 1984 transferred to the General Headquarters in Brussels until 1991. He has been nominated in the different NCO ranks. Jacob was nominated Chief Warrant Officer in March 2006. He was chosen as National Secretary of the NCO trade

union in May 1989 and was a founding member of the Belgian all ranks association ACMP-CGPM in 1991. That same year, he became Secretary General of ACMP-CGPM since 1991. He is an administrator and former Vice President of both the "Central Service of Social and Cultural Action" and the Belgian Veteran Institute. He was elected Board Member of EUROMIL in 2000 (Nyborg, Denmark) and 2004 (Budapest, Hungary) and elected President of EUROMIL in 2006 (Berlin, Germany).

Wolfgang Jockusch

Wolfgang Jockusch is the founder and managing director of BAMIK. Wolfgang recognizes that overcoming boundaries through sustainable intercultural management is central to the development of specialist and management personnel. Together with his team of coaches, he supports companies in preparation for tasks in more than fifty countries. More than 5,000 people have participated in his courses, trainings, and seminars. As a lecturer at the training center, he has prepared basic training for the Luftwaffe in Germersheim, as well as an instructor for intercultural communication and Islamic studies at the North International Command Center in Mazar-e Sharif, Afghanistan, for members of the Bundeswehr and other friendly armed forces. After studying theology in Reutlingen and Durham, North Carolina, where he graduated with a Master of Theology (Th.M.), Wolfgang Jockusch studied philosophy in Claremont, California. In the "Theology, Ethics & Culture" program of the Claremont Graduate University, taught by Peter Drucker, he concentrated on linking questions of religious ethics with culture, language and communication. Wolfgang Jockusch is a reserve officer of the German Luftwaffe in the rank of Oberstleutnant and has participated in four foreign assignments in Kosovo and Afghanistan.

Mr. Clarence A. Johnson

Clarence A. Johnson, a member of the senior executive service, is Director, Office of Diversity Management and Equal Employment Opportunity, Office of the Under Secretary of Defense (Personnel and Readiness), Washington, D.C. He is responsible for the development and execution of diversity management and equal opportunity policies and programs affecting 1.4 million active duty military personnel, 1.3 million National Guard and Reserve personnel, and 680,000 civilians within the Department of Defense (DoD). He also provides supervision, direction, and policy guidance of the Defense Equal Opportunity Management Institute (DEOMI) at Patrick Air Force Base, Florida, which is the premiere DoD school in equal opportunity and equal employment opportunity training, education and research. Mr. Johnson serves as principal advisor to the Under Secretary of Defense (Personnel & Readiness) on diversity management, equal opportunity and equal employment opportunity matters. Mr. Johnson holds a Master's degree in human resource management from Webster University, Missouri, and a Bachelor's degree in biology from Tuskegee Institute, Alabama. Mr. Johnson is

also a graduate of Air Command and Staff College and the Air War College, Alabama, and the National Security Management Course, National Defense University.

Alex T. Johnson

Alex T. Johnson is the senior policy advisor for Europe and Eurasia at the Open Society Foundations in Washington, D.C. Johnson is a former Obama Administration appointee at the Department of Defense where he served as Special Advisor for Russia/Ukraine External Affairs in the Office of the Under Secretary of Defense (Policy). In this role he coordinated public affairs, strategic communications, and congressional engagements for teams supporting the Deputy Assistant Secretary of Defense for Russia, Ukraine, and Eurasia. Johnson served from 2007 to 2015 as a policy advisor at the Commission on Security and Cooperation in Europe (U.S. Helsinki Commission), where he advised bicameral and bipartisan contributions to U.S. multilateral diplomacy on fundamental freedoms and human security in Eurasia, Europe, and the Near East. His service included almost four years as Representative of the Helsinki Commission at the United States Mission to the Organization for Security and Cooperation in Europe in Vienna, Austria. Johnson was a Congressional Black Caucus Foundation fellow in the office of U.S. Representative Alcee L. Hastings and a consultant for local government initiatives in Portland and Corvallis, Oregon. Johnson holds a BS in natural resources and an MPP, both from Oregon State University.

Charlotte Kea

An experienced professional with over twenty years in government, nonprofit and corporate program and business development, Ms. Charlotte Kea has accrued a strong track record of results-oriented successes. With strong leadership, multi-cultural and communications skills, she brokered bi-lateral agreements with the governments of the Russian Federation, Mongolia, Pakistan, and administered business agreements in the Ukraine, Kazakhstan, Germany, and Italy among others. Charlotte has held senior positions, including working to establish Iridium LLC and eight years in the international divisions of US Department of Commerce, NASA, and the Congressional Research Service. She currently serves as Acting Director of the Office of Gifts and Grants Management at the Peace Corps. Charlotte was appointed in 2008 as President of the Smith College Alumnae Association and a Trustee of Smith College. She serves on the Board of Operation Respect, is President of the International Career Advancement Program Alumni Association, and is a member of the Council on Foreign Relations and the Smith College Club of Washington. She holds an MA in Soviet studies and Global conflict from the University of Denver, a BA in French from Smith College, and studied at the University of Geneva in Switzerland and at the University of Paris, Sorbonne IV in France. She speaks Danish, French, and Russian.

Adnan Kifayat

Adnan Kifayat is a senior resident fellow at GMF, where he advises on GMF programs to strengthen leadership development and strategies for engagement in the transatlantic region, as well as GMF's Leadership, Diversity and Inclusion Initiative. He is also head of Global Security Ventures for the Gen Next Foundation. Kifayat joined GMF following a 15-year public service career at the White House, State Department, and Treasury Department. Kifayat served as Secretary of State John Kerry's acting special representative to Muslim communities, creating initiatives to broaden and deepen U.S. diplomatic engagement with Muslim communities worldwide. As senior advisor to the undersecretary of state for public diplomacy and inaugural director of the Global Strategic Engagement Center (GSEC), he led initiatives to help advance to use of social media tools by the State Department. He developed and led initiatives at the Treasury Department to promote financial cooperation between the United States and key partners in the Middle East, G8, and Asia. He serves on the Board of Advisers of the Center on Sanctions and Illicit Finance (CSIF) at the Foundation for the Defense of Democracies, where he also leads the Future of Economic Power Task Force. He is an advisor to Harvard University's Berkman Center Project on Countering Youth Online Hate Speech. Kifayat co-chairs the U.S. Homeland Security Advisory Committee's Countering Violent Extremism Subcommittee.

Andrew Kolb

Andrew Kolb is director of communications for the German Marshall Fund for the United States, leading efforts to elevate the organization's profile and make sure GMF's perspective on critical issues is heard on both sides of the Atlantic. Kolb oversees GMF's digital communications, media, and public relations efforts. Prior to joining GMF, Kolb was part of the communications team at Conservation International. Among other achievements, he helped launch CI's award-winning Nature Is Speaking campaign, led the production of major events including the Summit for Sustainability in Africa, and developed institutional messaging on issues such as climate change. Kolb is a graduate of St. John's College in Annapolis, MD.

Reta Jo Lewis

Reta Jo Lewis is GMF's director of congressional affairs. Lewis draws on her immense experience and GMF's resources and European networks to connect Congress and GMF. Lewis joined GMF in January 2015 as a senior fellow with Transatlantic Leadership Initiatives (TLI), where she focuses on leadership development, outreach, programming, and thought pieces on global engagement strategies to strengthen the next generation of transatlantic leaders. Lewis has also worked with TLI to develop the Transatlantic Subnational Diplomacy Initiative (TSDI) to enhance diplomacy at the state and local levels. Previously, she served as the State Department's first-ever special representative for Global Intergovernmental Affairs, under secretaries of state Hillary Clinton and John Kerry from 2010-13. In 2013, she was awarded the

Secretary's Distinguished Service Award. Prior to the State Department, Lewis served in senior positions in the public and private sectors, including political appointments in the Clinton administration. She was the director for business outreach for the Obama-Biden Transition Team. She served as the vice president and counselor at the U.S. Chamber of Commerce, and director of the Chamber's effort focused on small business and outreach to women and minority-owned businesses. Lewis was the special assistant to the president for political affairs in the Clinton White House from 1993-95 and the director of the Northeast and Southern Regions. She was of counsel at Edwards Wildman Palmer LLP prior to joining the Obama Administration, and a 2014 mayoral candidate in Washington, DC. Lewis holds a bachelor's in political science from University of Georgia, a master's from American University, and a JD from Emory University School of Law.

Mark Hugo Lopez

Mark Hugo Lopez is director of Hispanic research at Pew Research Center. He studies the attitudes and opinions of Latinos, Hispanic views of identity, the political engagement of Latinos in the nation's elections, and Latino youth. Lopez also coordinates the Center's National Survey of Latinos, an annual nationwide survey of Hispanics. He was the research director of the Center for Information and Research on Civic Learning and Engagement (CIRCLE) as well as a research assistant professor at the School of Public Policy at the University of Maryland. Lopez received his doctorate in economics from Princeton University. He is an author of reports about the Hispanic electorate, Hispanic identity and immigration. Lopez frequently appears in national and international media in both Spanish and English.

Gena Lovett

Ms. Gena C. Lovett has been Vice President of Operations at Boeing Integrated Defense Systems, Inc. since August 2015. Ms. Lovett has been Vice President of Operations for Defense, Space & Security at The Boeing Company since August 2015. Ms. Lovett is responsible for manufacturing activities at 20 major installations around the world along with the safety, lean manufacturing, and quality and supplier management initiatives that BDS is pursuing. She has more than 20 years of leadership experience in both operations and manufacturing. She served as chief diversity officer at Alcoa Inc. Ms. Lovett served as a Director of Manufacturing, Forgings with Alcoa Inc from 2007 to 2011. Ms. Lovett leads the manufacturing functions for Alcoa's three Cleveland-based businesses: large and small aerospace, commercial vehicle wheels and forged specialty wheels. Ms. Lovett held numerous leadership positions at Ford Motor Co. during a 15-year career which culminated as plant manager of Prototype Operations. Among her many community activities, she serves on the Board of Directors of United Way of Greater Cleveland. She served as a Director at University Hospitals Cleveland Medical Center

Inc. She has a bachelor's degree in liberal arts from The Ohio State University and a master's in international business from Baker College's Center for Graduate Studies.

Ambassador Deborah McCarthy

Deborah A. McCarthy is executive director of the CSIS /ICAPAA (International Career Advancement Program Alumni Association) Project to bring diversity to the senior ranks of U.S. national security and foreign affairs institutions. Previously, she was the U.S. ambassador to Lithuania (2013–2016). From 2010 to 2013, she was principal deputy assistant secretary of state for economic and business affairs. She also served as deputy chief of mission at the U.S. embassy in Greece and the U.S. embassy in Nicaragua. In Washington, she served as deputy assistant secretary for narcotics and law enforcement, senior adviser for counterterrorism, and special coordinator for Venezuela. Ms. McCarthy received a B.A. in economics from the University of Virginia and a double master's in economics and foreign service from Georgetown University. She is a member of the American Academy of Diplomacy, the Washington Institute of Foreign Affairs, and the Women's Foreign Policy Group. She serves on the Advisory Board of Georgetown University School of Foreign Service and the Policy Council of the Una Chapman Cox Foundation.

Maria Robles Meier

Maria Robles Meier served as a Senior Advisor to Senate Majority Leader Harry Reid and Director of the Senate's Diversity Initiative which focuses on increasing staff diversity. This year, Maria founded Mterprise Inclusion Strategies, where she serves as Chief Strategist and provides "training though one-to-one coaching to help individuals move from living to thriving." She is a Capitol Hill veteran with a wide range of policy, legislative, communications and outreach experience. Maria is a former Executive Director of the Congressional Hispanic Caucus, and also served in the House Democratic Caucus and as an Associate Director of the Senate Democratic Steering Committee. Additionally, Maria has extensive presidential, senatorial and congressional campaign experience in communications, grassroots mobilization and strategic alliances. Prior to returning to the Senate, she was a principal with the Dewey Square Group. There she developed one of the first national blogs examining political and policy issues through the perspective of US Latinos.

Captain Alexander Meins

Alexander Meins was born 1985 near Hamburg, Germany. He joined the German Air Force in 2006 and was commissioned in 2009. Alex holds a MSc from Helmut Schmidt University / University of the Federal Armed Forces Hamburg. He is currently professor of Finance at the Air Force Academy. His subjects of expertise are financial accounting and German business law. Due to his German-Polish heritage, he has become interested in the topic of diversity and

diversity management. He is active in Deutscher.Soldat, working to advance diversity in the German armed forces. Captain Meins is the father of a two-year old boy named Elias.

Amin Michel

Amin Michel is the Director & Owner of Inclusion4Diversity Consulting. Born on the Caribbean island Curaçao, at 19 he moved to The Netherlands where he finished his studies International Business Management. After working for over 15 years in both the private and public sectors, he started his own firm specializing in Diversity & Inclusion, Workplace Equality, Organizational Change and Strategic Management. Inclusion4Diversity's goal is to create sustainable workforce cultures of inclusion. Amin is the (co-)founder of several (inter)national initiatives such as the first informal NATO+ Committee on LGBTI Perspectives, the first LGBTI-Straight Armed Forces Alliance and the Dutch Government Pride Platform. He has also served as an Advisory Board member for the European LGBT Police Association. He co-edited a book entitled "Defence Pride" in which an historical outline is presented of LGBT Emancipation within the Dutch Armed Forces. A Reserve Officer of the Royal Dutch Air Force, he is also a certified trainer of the OSCE ODIHR Training Against Hate Crime for Law Enforcement as well as an external consultant for the Council of Europe.

Becky Monroe

Becky Monroe joins the Lawyers Committee for Civil Rights Under Law as the Director of the Stop Hate Project. This follows service in the Obama Administration, most recently in the Civil Rights Division of the U.S. Department of Justice as the Director for Policy and Planning for the Civil Rights Division and Senior Counselor to the Assistant Attorney General for Civil Rights. Monroe was responsible for oversight of policy, educational civil rights enforcement, and enforcement of the anti-discrimination provision of the Immigration and Nationalization Act. She led the Division's community engagement and outreach work. She also coordinated the Division's policies related to immigration and immigrant rights issues. Monroe further worked at the White House Domestic Policy Council as a Senior Policy Advisor on the Urban Affairs, Justice, and Opportunity team. Prior, Monroe worked as Acting Director at the Community Relations Service of the U.S. Department of Justice. A graduate of Georgetown University and Yale Law School, she served as a law clerk to the Honorable Richard A. Paez of the United States Court of Appeals for the Ninth Circuit.

Samira Rafaela

Samira Rafaela is an Organization Strategy Advisor for the National Police of the Netherlands. She studied public administration and specializes in international security, radicalization and inclusion. With roots both in Europe and Africa, Samira builds bridges between the two continents. She was a member of the Dutch US Youth Council, advising the US ambassador on

youth participation and diversity. As the portfolio holder on Diversity and Participation within her political youth organization, the Young Democrats (D66), Samira stood for an inclusive world and society. Samira held this position for over three years and is an expert on the field of diversity. She organizes debates, events and seminars on diversity and participation, and serves as a discussion partner for politicians, government officials and other stakeholders. Samira has participated in several governmental expert meetings on the importance of inclusion. Her fields of expertise include women's rights, ethnic profiling and rights for refugees and asylum seekers. In 2013 and 2014 Samira acted as trainer during seminars on women's rights in Tunisia and in 2015 she founded Team West-Africa of the Young Democrats.

Major General Marc H. Sasseville

Maj. Gen. Marc H. Sasseville is the Deputy Director, Air National Guard, the Pentagon, Washington, D.C. He assists the Air National Guard Director in formulating, developing and coordinating all policies, plans and programs affecting more than 105,500 Air National Guard members and civilians in more than 1,800 units throughout the 50 States, DC, Puerto Rico, Guam and the Virgin Islands. He also leads the development and integration of the Air National Guard's long range plans and the approximately \$70 billion Future Years Defense Program to ensure the ANG's ability to maintain both combat and homeland defense capabilities. General Sasseville graduated from the United States Air Force Academy. Following pilot and aircraft training, he served in various units in United States Air Forces Europe, Tactical Air Command/Air Combat Command, and Pacific Air Forces. After his last active duty assignment, he joined the District of Columbia Air National Guard. He has held squadron, group and wing command. He also served as the Senior Defense Official and Defense Attaché to Turkey. General Sasseville is a graduate of the Fighter Weapons Instructor Course and a command pilot with more than 3,300 hours in the F-16 Fighting Falcon.

Councilman Brandon Scott

Brandon M. Scott is a City Councilman for Baltimore's 2nd District. Elected at the age of 27, Brandon is the youngest person ever elected to the new single member district City Council. He began as a Site Program Specialist for Big Brothers and Big Sisters of Central Maryland. Brandon represented Northeast Baltimore as a Community Outreach Liaison in the Office of the City Council President, and continued to represent as a Neighborhood Liaison in the Mayor's Office of Neighborhoods. He is a former Recreation Neighborhood Specialist with Baltimore City Recreation and Parks. Brandon has received many accolades for his service including awards from the Overlea Community Association, Belair-Edison Community Association, Coldstream Homestead Montebello Community Corporation and Park Heights Renaissance. He serves on the College Bound Foundation's Board of Directors and as the Vice Chair of the City

Council's Public Safety Committee and is a member of the Budget and Appropriations, Labor and Recreation and Parks Committees.

Elyamine Settoul

Elyamine Settoul is a professor at IRSEM and Sciences Po, with a bachelor's degree in sociology, political science and international relations, as well as a master's degree in political science and a doctorate in political sociology from Sciences-Po Paris. His thesis, carried out in collaboration with the Institute of Strategic Research of the Military School, analyzes the phenomenon of the engagement of soldiers of immigrant origin. His fields of interest include the sociology of immigration, military sociology, transnationalism and the Arab-Muslim area. He was a visiting PhD student in the Department of Sociology at the University of Oxford. His publications concern the sociological transformations of the French armies, the processes of diversification as well as the phenomena of discrimination. He is a laureate of the Fondation Emilie du Chatelet and is currently a postdoctoral researcher at the Institut National d'Etudes Démographiques. His latest research concerns the media practices of populations of Maghrebian immigration and the phenomenon of expatriation of young graduates of Maghrebian origin to the Gulf.

Nina Smith

Nina Smith is currently the director of IMPACT, an organization established to foster civic engagement and enhance economic empowerment opportunities for young professionals of color. She also serves as director of media relations at Megaphone Strategies, a social justice, public relations firm. In 2006, Nina worked for the Maryland Democratic Party. For the next four years, she worked for Governor Martin O'Malley in his communications office, coordinating media events and conducting strategic communications and stakeholder management. Later, Nina left Maryland state government to work on nonprofit issues for Prince George's County Executive Rushern Baker's office. Nina went on to receive a presidential appointment to the Obama Administration at the U.S. Small Business Administration as Deputy Press Secretary in 2012. Ms. Smith graduated with a BA in Political Science from Morgan State University and received her Master's degree from the George Washington University School of Political Management.

Commander (s.g.) Torben Steinweller

Commander Torben Steinweller was born on the November 19, 1974, in Flensburg in the State of Schleswig-Holstein, Germany. In 1994, he graduated high school and joined the Navy in July 1994. After graduating from the Naval Academy in Flensburg and the Federal Armed Forces University in Munich, he earned the academic degree of a "Diplom-Kaufmann" (equivalent to Master of Business Administration). After completing his education in Anti-Surface and Anti-Air Warfare he served on fast patrol boats as Operations- and Executive-Officer. In 2006 he assumed command of the fast patrol boat S73 "Hermelin" in the 7th Fast Patrol Boat Squadron until 2009. During this tour he participated twice in Operation United Nations Interim Force in Lebanon (UNIFIL). Commander Steinweller then served as Staff Officer for "Training and

Education” and Deputy Squadron Commander of the 7th Fast Patrol Boat Squadron. Afterwards he became the Branch Head for Team Training and Education within N7 Division of Commander in Chief German Fleet Headquarters in Glücksburg. Commander Steinweller returned to the commanding officers post in June 2012 on board F261 “Magdeburg.” The first corvette class 130 assumed final operational capability upon passing “German Operational Sea Training” in Plymouth. On completion of his second tour as commanding officer Commander Steinweller participated in the International Admiral and General staff course at the Command College of the Bundeswehr in Hamburg. Since fall 2016, he has served as the team leader and desk officer for D&I in the Federal Ministry of Defence, as part of the staff element for equal opportunities, diversion and inclusion. For his meritorious service, he was awarded the Bundeswehr Silver Cross of Honour, the Bundeswehr Operation Medal “UNIFIL” and “Operation Active Endeavour”, the NATO Operation Medal “Active Endeavour,” and the UN Peace Medal.

Minjon Tholen

Minjon Tholen is a Lead Consultant at Cook Ross with over a decade of experience in Diversity & Inclusion, facilitation, instructional design, and talent development. Minjon has worked with numerous clients in the US and around the world, including Fortune 500 companies, public institutions, nonprofits, and other organizations. Born in Sri Lanka, raised in The Netherlands, and residing in the United States, Minjon brings a global personal and professional mindset and skillset to her work. As the only Millennial and non American-born consultant at her firm, she has a particular passion for engaging diverse stakeholders as partners and change agents in the development and execution of holistic Diversity & Inclusion strategies. She holds a Master’s degree in Gender and Women’s Studies from the University of Wisconsin-Madison, graduated cum laude from the University of Utrecht in The Netherlands for her Bachelor’s degree, and has certificates in Executive Leadership and Strategic HR Leadership from Cornell University.

Dr. Mischa Thompson

Dr. Mischa E. Thompson joined the Commission on Security and Cooperation in Europe (OSCE) in May 2007. Her portfolio includes tolerance and non-discrimination, migration and integration, and corporate citizenship issues within the OSCE participating States, including the nations of the European Union. She also serves as an organizer of the annual Transatlantic Inclusion Leaders Network, Transatlantic Minority Political Leadership Conferences and seminal Black European Summit. Prior to being appointed to the Commission, Mischa served as a Professional Staff Member and Congressional Fellow within the U.S. House and Senate working on international racism, foreign policy, trade, economic development, and security issues. A Fulbright Scholar, GMF, and National Science Foundation Fellow, Mischa holds a Ph.D. from the University of Michigan, where her research focused on intergroup relations in the U.S. and Europe. Mischa received her B.S. from Howard University and speaks German.

Virginie Viscardy

Mrs. Viscardy-Bowman works for the NATO C&I Agency as Deputy Head of its Strategic Partnership Office in Norfolk Virginia. She also collaborates with Allied Command Transformation (ACT) Strategic Issues and Engagement Branch on the development of think pieces, policies and senior (military & civilian) level engagements. Virginie Viscardy-Bowman has nearly 15 years of NATO experience between assignments at NATO HQ in Brussels and her current position in Virginia. She has also been deployed to Afghanistan during the summer of 2016 where she contributed to the development of an Advisor Network and worked on various projects with the Resolute Support Gender Advisor. In addition to her duties, Mrs Viscardy-Bowman is a Gender Focal Point for HQ SACT. She holds a Bachelor of Arts in Political Science (University of Brussels), a Masters of Arts in International and Strategic Studies (University Jean Monet, Paris) and is a graduate of the NATO Executive Development Programme (2012).

George Walker

George Walker is the Manager of Diversity and Inclusion at Memorial Sloan Kettering Cancer Center, New York. His work is based in the core-competencies of the human resources department for an employee base of 14,000. Prior to MSK, George served as the Vice President of Strategic Partnerships at the Gay & Lesbian Victory Fund and Institute. He volunteered with the U.S. Peace Corps in Guayaquil, Ecuador. In 2000, he was a recipient of the Franklin H. Williams Award for service for former volunteers. In February 2012, President Barack Obama appointed him to be a member of the President's Board of Advisors on Historically Black Colleges and Universities (HBCUs), where he continues to serve. Recently, he was appointed to the American Leadership Council for Diversity in Healthcare. He was selected to serve as a German Marshall Memorial Fellow for the spring of 2010 where he traveled to five countries in Europe representing the US and learning about transnational partnerships on a variety of issues. George is a graduate of Morehouse College (BA History) and The Divinity School, Duke University. He is an ordained minister in the United Church of Christ.

Fred Whipple

Fred Whipple leads Diversity, Community and Workforce for Shell in the US. In this role, he is responsible for Shell's overall diversity efforts including the Supplier Diversity and Equal Employment Opportunity functions and various community and volunteer programs. In addition, Fred has oversight of the Shell Foundation including support to education, the arts, STEM programs, and various partnerships and investments in the communities Shell operates in the US. Prior to his current assignment, Fred was responsible for HR Operations for Shell Upstream Americas business in Louisiana and the Gulf of Mexico. In a previous role, Fred managed the HR support in Shell Upstream America's Production business responsible for supporting producing operations for the America's region, from Alaska to Argentina. In earlier

roles he led HR teams supporting the Geismar Louisiana Chemical plant and the US retail gas and electricity business. In the mid-90's Fred led the Equal Employment Opportunity function and was involved in the company's earliest D&I efforts. Fred currently serves on the boards of the National Minority Supplier Diversity Council, SMU Cox School of Business Latino Leadership Initiative and the Independent Petroleum Association of America's Education Advisory Board. He is active in various charitable, community and youth organizations.

Hannah Winnick

Hannah Winnick is the director of the Transatlantic Dialogue Program on Democracy and Social Policy at the Heinrich Böll Foundation North America. In this capacity, she develops new initiatives to explore the shared challenges to democratic societies in the US and Europe, with a strong focus on migration, asylum, and integration policy. Prior to joining the Foundation, Hannah worked as Transnational Liaison at Hispanics in Philanthropy (HIP), an organization dedicated to strengthening the Latino nonprofit sector in the US and Latin America. She has also worked with LEAD, the Mercator Capacity Building Center for Leadership and Advocacy in Berlin, to examine new models of leadership in German diplomacy. She has a broad range of international experience, having lived, worked, and studied in Germany, France, Turkey, the Dominican Republic, Israel and Portugal. Hannah holds a Master in Public Policy from the Harvard Kennedy School, where she focused on international negotiation and conflict resolution and was awarded the Jane Mansbridge Award for research on women's access to peace negotiations. She holds a Bachelor's degree in Political Science from Amherst College.

Ambassador Gina Abercrombie-Winstanley

Ambassador Abercrombie-Winstanley was the first Foreign Service officer assigned to Malta since 1985. A career member of the Senior Foreign Service, she joined in 1985 and served as Consul in Baghdad, before being posted to Jakarta and Cairo. She then served as Special Assistant for Middle Eastern and African Affairs, and consequently as Political Officer in Tel Aviv with responsibility for the Gaza Strip. Before becoming Deputy Coordinator for Counterterrorism she was posted as Director of the Office of Egypt and the Levant, and served as Chairwoman for Middle East Area Studies at the Foreign Service Institute; Consul General in Jeddah, Saudi Arabia; Policy Advisor to the Director of the Near East-South Asia Center for Strategic Studies at the Department of Defense; Senior Advisor for Middle Eastern Affairs at USUN; Director for Near East South Asian Affairs at the National Security Council of the White House; and Director for Legislative Affairs, also at the NSC. Prior to that, she was awarded a Pearson fellowship and worked on the Senate Foreign Relations Committee. Ms. Abercrombie-Winstanley is the recipient of Senior Performance Pay, Meritorious and Superior Honor Awards, including "For acts of courage during an attack on the U.S. Consulate General, Jeddah, Saudi Arabia on December 6, 2004 by al-Qa'ida terrorists." She has a Bachelor's degree from

George Washington University and a Master's degree from Johns Hopkins University and is a member of the Council on Foreign Relations.

Sharon Wong

Sharon Wong is the Executive Director for Strategic Recruitment, Diversity & Inclusion at the U.S. Department of Homeland Security. Previously, she was Director of Diversity at NASA's Goddard Space Flight Center. Prior, she worked as the Software Integration and Test Engineer on the Earth Observing System Data and Information System Core System Integration and Test program. Ms. Wong served with NASA for over 20 years, including two years at NASA Headquarters in the Office of Space Flight working on Strategic Planning and Outreach for the Human Exploration and Development of Space Enterprise. Ms. Wong has a strong interest in women's issues and served as a Commissioner on the State of Maryland Commission for Women. She is also a lifetime member of both the Federally Employed Women and Blacks in Government. Ms. Wong was the Chair of the Asian American Government Executives Network, as well as National Vice President for Education and Culture for the OCA, a national advocacy organization dedicated to advancing the social, political and economic well-being of Asian Pacific Americans in the United States. She is a Past President of the Federal Asian Pacific American Council, and the first President to serve more than one term. Ms. Wong received her B.S. in Physics from Wheeling College in West Virginia and her M.S. in Engineering Systems Analysis from the University of Central Florida in Orlando.

April Wood

April D. Wood is the Director for Disaster Partnerships at the American Red Cross National Headquarters in Washington D.C. where she manages the national strategic partner portfolio and directs the growth and implementation of national partnerships. Her areas of focus across the disaster cycle include the coordination of efforts among non-government organizations, inclusive partnering with a variety of diverse organizations, and the management and oversight of the Coordinated Assistance Network to meet the needs of individuals and communities impacted by disasters. Most recently, Ms. Wood led the development of the Sandy recovery grants program that has provided more than \$78 million for Sandy recovery efforts. She has sixteen years of experience in public safety, disaster management, and emergency medicine. Prior, Ms. Wood served as the manager for the American Red Cross's Disaster Health Services program where she developed programs for more than 700 chapters of the Red Cross and supported more than 5,500 volunteer disaster health professionals. Her work and sharing of expertise outside of the Red Cross includes serving on the executive board of directors for the National Voluntary Organizations Active in Disaster (NVOAD) and being a liaison to the Secretary Operations Center at the Department of Health and Human Services. She also serves as a member of the Institute of Medicine's (IOM) Forum on Medical and Public Health

Preparedness for Catastrophic Events, the Federal Nursing Service Council, and the National Nursing Committee. Ms. Wood graduated cum laude from the University of Tennessee, Knoxville. She is a Registered Nurse and certified as an Emergency Medical Technician

Dr. Dominik Wullers

Dominik Wullers decided to join the army and not refuse the draft as his friends had done. He learned that the army is a diverse place, quite contrary to assumptions that circulate among Germans about their military. He decided to stay with the Army, and trained as a psychological operations officer. Commissioned in 2007, he was sent to the University of the Armed Forces. Once he finished his master's degree in Economics, he assumed a position as academics officer and continued toward a PhD in econometrics. While studying at the Armed Forces University, he met other officers with non-German roots. In response to the racist theories Thilo Sarrazin voiced in 2010 that resonated within some circles, he and his colleagues formed *Deutscher.Soldat*. The goal is to show the potential and present of successful integration of "new Germans" into the military, who fight, sweat, bleed, and die for Germany. The website is www.deutschersoldat.de and Facebook page facebook.com/deutschersoldat. The group speaks in schools, demonstrating that a migratory background does not rule out success and that stereotypes about migrants are man-made and wrong. Representatives travel to each regional capitol, invite the respective secretary or minister for integration and a distinctive speaker to talk about and discuss the concept of the new Germans, i.e. children of migrants who see Germany as their home and want to be seen and accepted as Germans.

Angelic Young

Angelic Young is Director of National Action Plans at Inclusive Security, where she provides support and expertise to countries seeking to create, implement, monitor, or evaluate national action plans on women, peace, and security. Previously, Mrs. Young worked at the Department of State for over ten years; most recently serving as the Senior Coordinator for Haiti Programs at the Bureau of International Narcotics and Law Enforcement Affairs. She also served as the Senior Coordinator for Peace and Security in the Office of the Director of U.S. Foreign Assistance, and as Deputy Director of the Office of Civilian Police and Rule of Law during her tenure at the Department of State. She is considered an expert in the implementation of international police missions, having previously led efforts to reform police operations in Afghanistan and Haiti, as well as having provided oversight of and consulted on several other programs. Mrs. Young is a core faculty member of George Mason University's Peace Operations graduate studies program, where she teaches a course titled, "International Police Operations." She is also a Truman National Security Fellow. She received her JD at Chicago-Kent College of Law and her bachelor's in politics and women's studies from Willamette University.

Mission Critical

Inclusive Leadership for the Security Sector

Readings

Uncle Sam Wants Who?

Rosa Brooks, Foreign Policy

Why is FBI Even Less Diverse than 20 Years Ago? Director Doesn't Know

Kaitlyn D'Onofrio, DiversityInc

Interactive Map Shows the Global Refugee Crisis like You've Never Seen It Before

Katie Dupere, Mashable

Why Trump Should Embrace America's Immigrant Soldiers

Patrick Granfield, The Atlantic

Diversity, Inclusion, and Equal Opportunity in the Armed Services: Background and Issues for Congress

Kristy N. Kamarck, Analyst in Military Manpower, Congressional Research Service

Gender Makes Sense: A Way to Improve Your Mission

NATO Civil-Military Cooperation Centre of Excellence

Canadian Armed Forces Diversity Strategy

Office of the Chief of the Defence Staff, Canadian Armed Forces

Jasmin Moghbeli, Badass Astronaut

Robin Wright, The New Yorker

Summary of the National Reports of NATO Member and Partner Nations to the NATO Committee on Gender Perspectives

Power Causes Brain Damage

Jerry Useem, The Atlantic

Global Peace Index 2017

Vision of Humanity, Institute for Economics and Peace

With thanks to the Mission Critical Organizing Team:

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GMF's Diversity Statement

GMF strives to provide an inclusive community comprised of individuals from diverse backgrounds in order to promote and maintain an environment of intellectual inquiry and dialogue rich in outlooks and perspectives. We value the depth that diversity brings to our mission, and we are deeply committed to cultivating an environment in which contributions of every employee are accepted and valued. GMF believes that a diverse workforce is crucial to advancing global perspectives. Our commitment to diversity will be reflected in our recruitment, retention, and advancement. Furthermore, GMF strives to connect and engage with diverse program participants and audiences inclusive of individuals of various ages, genders; national origins and races; religions; sexual-orientations; and political affiliations; veteran status, as well as individuals with disabilities. GMF is an active member of the Think Tank Diversity Consortium and The Global Access Pipeline and organizes programs to advance diversity and inclusion in the transatlantic space.