

James W. Crawford III, JD, LLM, MA

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April 9, 2019

Mr. Tim McFeeley
Issacson, Miller
1300 19st Street NW, Suite 700
Washington, D.C 20036

RE: Dean, College of Law, Florida Agricultural and Mechanical University

Dear Mr. McFeeley,

I am writing to apply for the position of Dean, College of Law, Florida Agricultural and Mechanical University. I extend my deep appreciation to Florida Agricultural and Mechanical University for the opportunity to participate in the process organized by Issacson, Miller to select the next dean. Selecting the next leader of this historic institution is primarily about how well a given individual fits into the FAMU Law School and University family. I sincerely believe the qualities I bring, acquired over time from many rich and diverse experiences, align seamlessly with the requirements outlined in the search prospectus and with the FAMU motto of "*excellence with caring.*"

I am a recently retired Vice Admiral of the U.S. Navy, having completed my tenure as the Judge Advocate General in September 2018. Among my many roles during a 35-year career, I served as a Presidential, Secretary of Defense, Secretary of the Navy, and Chairman, Joint Chiefs of Staff legal advisor. I was not only the leader of the Navy's 2,300+ law firm, but I was also the head of the Department of the Navy's three-campus law school, responsible for the training and education of all Marine Corps, Navy, and Coast Guard uniform lawyers and law professionals. I have significant experience in leading young men and women, as well as well-experienced civilian and military personnel. I am enthusiastic about nimble learning and talent development and passionate about assisting individuals in maximizing their full potential.

Over the course of my tenure in the Navy, I developed a strong core of beliefs about leadership. Four bedrock principles, hammered into me long ago, have guided my steps as a leader – character, creativity, relevance, and accountability. A leader must reject the siren song of complete control, and much like a gardener, nurture sustainable growth within the organization, enabling and empowering all within to pursue their own unique potential for greatness. Having a vision of the future is important, if you cannot visualize it, you will never attain it. However, enterprise-wide success is less about vision, and far more about the person with the vision. This is particularly true in an institution dedicated to the preparation of lawyers where the leader, faculty, and staff must model the values, ethics, and priorities that form the cornerstone of our democracy. FAMU Law graduates must be brilliant at the basics, agile and adaptive to change, service oriented and practice-ready, but more importantly they must leave the law school with the philosophy and courage to do the right thing, in all circumstances, at all times, even when it is most inconvenient. At its heart, the practice of law is about integrity, the willingness to have courageous conversations when no one else will.

It was a great privilege to have been allowed to serve the citizens of this nation as a member of the U.S. Navy. However, while the Navy infused in me the imperative of being precise, I am far more than a Navy admiral. The Navy gave me an opportunity to be challenged in regards to matters of great import, to have my beliefs tested, and to learn and apply those lessons in the course of countless international interactions. However, the Navy did not make me. I was formed by the hands and hard work of so many sincere people well before I entered the Navy. First and foremost, by my mother, a teacher for 37 years and my father, a custodian who worked harder to contribute to the good of others more than anyone I have ever encountered. I had the good fortune to be instructed by the Oblate Sisters and Sisters of Mercy of the Roman Catholic Church, who each exuded compassion in everything they did. The dignified and remarkable members of the African Methodist Episcopal Church taught a child growing up in the 1960s that value comes from substance not superficialities. I was blessed to experience the boundless generosity of the Benedictine priests and monks of Belmont Abbey College who instilled within me humility and self-sacrifice as a personal ethos. Yes, I am proud to have served as a Navy admiral, but more than anything I am an unfinished vessel who everyday – guided by faith, family, and service – simply tries to get better.

Nelson Mandela said, “*education is the most powerful weapon we can use to change the world,*” a simple, but profound statement. I authorized substantial investment in the education and training of Navy judge advocates because I concur heartily with the words of President Mandela – I believe in the power of one. The power of one mind properly and comprehensively prepared, with the understanding that a systematic examination of the facts must be accompanied by a compassionate sensitivity to the consequences. A by-product of a good education may be a prosperous career, but the purpose of the educator and those who facilitate education is the building of character. First and foremost, a law school must foster an environment where the student embraces the full concept of “*lawyership,*” the intellectual pursuit of excellence and virtue. By excellence and virtue, I mean the academic rigor, professional skills, attitudes and stable dispositions of character that make possible the consistent practice of good through the full range of legal services delivery and leadership. To my sense, this is the “*whole person*” lawyer who embraces the differences of others, who is curious about everything, and contributes to the goodness of their community.

I acknowledge that I have not spent my professional life leading academic institutions. However, what I have done is excel as a leader within perhaps the most complex, scrutinized, and highly regulated operating system within the United States – the Department of Defense. I have also been a student of learning for many years, so I understand the mission and challenges of the higher education domain. Having high ideals as an institution and encouraging the students to have high aspirations is critical, but the institution must do so wisely and within the context of its particular marketplace and capacities. The leader must be cognizant of resources and preserve the institution’s capability to deliver on its commitments to present and future students, parents, and the community, as well as maintain smart, affordable, and supportable development. I am also aware of the unique issues facing law schools today. The law school market is fiercely competitive. The practice of law is steadily evolving and alternatives to the traditional lawyer for certain services continue to emerge. Reduced predictability in the practice of law is certainly a key factor in thinking through the education regimen for aspiring lawyers. However, more significant is the fact that transformative change in expert services is not limited to the law industry. Further, in our accelerated world everything is connected! Consequently, the law student must be armed with a flexible skill set, and a lasting commitment to the constancy of learning to enable him or her to adjust to disruptive change and work across a broad spectrum of the knowledge economy. Simply put, as in every other expert discipline, legal education and training, must account for the accelerated pace of our world.

In addition to being versatile, highly-skilled citizen-lawyers with an understanding of the reality of perpetual acceleration, the FAMU Law graduate whether solo practitioner or major law firm associate, must be attuned to the dynamic forces driving global interactions and today's knowledge economy. To ensure this outcome, in my view, the dean of FAMU Law must maximize the learning experience of each individual student to produce consummate professionals who upon graduation are fully equipped to make immediate meaningful contributions, champion discovery through faculty research and scholarship, emphasize ongoing assessment and re-assessment to foster an atmosphere of constant improvement, cultivate cross-campus ties, and develop and maintain vibrant lines of communication that result in the active and productive participation of the entire FAMU Law family – current students, alumni, friends of the school and partners. This prescription of multifaceted collaboration and development will place FAMU Law on a path to be a leader and innovator in law education. In executing these functions, the dean must drive a dual narrative – a value proposition narrative that communicates to the prospective student the present and future value derived from a FAMU Law education; and a complimentary investment value narrative to a wider audience that establishes a connectedness for contributive involvement on the basis of shared values and expectations. I recognize the challenge presented by the location realities of the law school and the main campus, but identifying ways to leverage the expertise resident in certain FAMU graduate programs will be an important contributor to expanding the opportunity horizon for FAMU Law graduates.

Certainly, the issues that confront law schools today did not impact me as the Navy JAG in the exact same way. However, I had to compete with a multitude of distinguished employers to recruit and retain high performing talent, continually adapt to the expectations of these talented counsel, grow a diverse population, and take actions to ensure the Navy Judge Advocate General's Corps was an attractive place to practice, in addition to meeting the ever increasing demands of a voracious client base.

For much of my six years in leadership, fiscal resourcing within the Department of Defense was significantly constrained. But that fact did not reduce my requirements, or alleviate my responsibility to fulfill my mandated tasks. The rapidity of change in the national security milieu, including the return of great power competition, the threat presented by niche competitors, and the effects of myriad statutory directives and associated policy modifications required me to make adjustments to how the Navy JAG Corps did business in a way that would be profound and enduring. I transformed the organization into a more progressive learning culture, dedicated to continuous improvement in order to maintain the Navy JAG Corps' earned reputation for excellence and remain relevant to the needs of the Navy. I achieved this cultural shift not only through wise employment of the finite resources at my disposal, but also by generating additional revenue, convincing the leadership of the Department of the Navy to forego other pressing needs and invest in the JAG Corps. By engendering the trust of leadership and that of the organization, I transitioned the Navy JAG Corps from an inbox-outbox approach to a culture of continuous learning through a focus on innovation, open collaboration, agility, and a relentless pursuit of excellence, to adapt the Navy's global uniformed legal organization to operate in an increasingly complex international setting.

My Navy experience taught me much. As a commander, I came to understand that I had to take "*ownership of my mission*," not to incessantly seek permission or "*cover*" for my decisions, but rather to be ultimately accountable for those decisions. I also learned that while being timely and decisive was essential, I found that inclusive leadership was the pathway to the most advantageous outcomes. As I progressed in responsibility, I came to understand that inclusivity produced an atmosphere of honest interactions grounded in mutual respect enabling authentic and engaged relationships among accomplished professionals leading to reflexive collaboration and increased productivity and innovation. As the Navy JAG I embraced inclusivity to energize

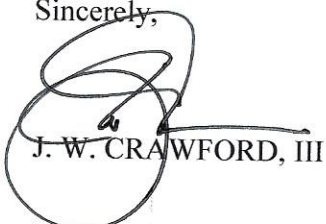
and motivate an organization of over two thousand human beings arrayed across the globe to aspire to our best selves, to stretch, to achieve, and to excel in our collective tasks and accomplish a shared vision.

A mentor once told me that, "*it is all about relationships.*" He was right, but incomplete. It is all about relationships and communication. A noted historian has said there is a sense today that public culture suffers from a deficit in the ability to comprehend other human beings – in essence how to communicate our shared humanity. In the law, it is not simply about deconstructing problems and determining solutions, but most often the end-state lies in comprehending the human element involved and how it drives a given legal controversy. In educating law students at FAMU, not only must they learn how to construct solutions, but also how to effectively communicate what they know, how to achieve person-to-person communication, and how to develop relationships that builds trust, which leads to dialogue and shared accomplishment. Contributing to the building of relationships and communication through guiding the development of the future lawyers and leaders in government, non-government, business affairs, and social justice who will determine the dialogue, innovate, create, and stimulate shared progress for all the citizens of the state of Florida, the southeast region, and our nation as a whole is the opportunity I see with FAMU Law.

There are many perceptions of military officers, some of which are not endearing – I need not speak to those. My service in the Navy allows you to see who I am with clarity, how I have performed in times of routine as well as in times of stress; but most particularly, how I have led and treated people. As the Judge Advocate General of the Navy, I led and managed a global organization made up of law professionals – men and women, civilian and military – of all backgrounds, ethnicities, orientations, and beliefs. I did so with compassion and respect for them as individuals while remaining focused on the mission. I also had to function within many different cultural contexts well outside the military, encountering widely diverse perspectives all of which impressed upon me how vital it is to be open to distinctly different approaches, ideas, and ways of doing business. The military has a history of organizational effectiveness, but the key to communal success is having an adaptable, open-minded, and welcoming attitude to enable that singularly unique idea to flourish notwithstanding how different it may be from your personal viewpoint, or mainstream dogma.

Similar to the Navy, the higher education domain relies on innovation from bottom to top, a collaborative community spirit, inclusive diversity, diligent risk assessment and assiduous preparation. Market competition, fiscal concerns, the rushing flow of information, and the digital connectedness of virtually everything, everywhere, mandates institutions of higher education make strategic choices to minimize risk and seize opportunity in adapting to today's accelerated environment. I have spent a lifetime assessing challenges brought about by change and delivering courses of action to ameliorate or overcome those circumstances. The story of the law in this country is replete with examples of skilled and caring hands wielding the law for good. As dean, I will bring diversity in thought and proven leadership to collaborate with the professionals of the law school and the entire Florida Agricultural and Mechanical University family to educate lawyers to be engines of change and collectively raise the respective institutions to even greater heights of caring excellence.

Sincerely,



J. W. CRAWFORD, III

Enclosure: Curriculum Vitae with Addendum

Leadership and Governance of World-Class, Mission-Driven Organizations

with particular interest in higher education and the development of tomorrow's leaders

Retired Vice-Admiral in the U.S. Navy; former U.S. Presidential, Secretary of Defense, Secretary of the Navy, and Joint Chiefs of Staff legal advisor; former Navy Judge Advocate General; and former head of the Department of the Navy's law school. Fast-tracked roles in one of the world's largest, most diverse, and multi-layered organizations—and home to 119,309 young people aged 18 to 24 with varied backgrounds who must learn to work together as cohesive units. Adaptable and empathetic change agent with deep belief that engaged stakeholders create better, stronger organizations ready to face the future.

Fast-tracked, 35-year career marked by 12 high-level service awards and nearly 100% 5/5 rankings for professional performance metrics like vision and strategic thinking, leadership, judgment, transformational leadership, embrace of core values (honor, courage, and commitment), tireless work ethic, and getting the job done.

Key Areas of Impact

- **Executive Leadership and Organizational Management:** Key partner in long-term global strategic planning for the U.S. military and the U.S. Navy. Navigated increased globalization and interconnected risk, shifting social and cultural norms, and changing public policies and technologies—as well as public scrutiny and budget pressures. Headed organizations of up to 2,300 lawyers, legal professionals and administrative staff around the world, encouraging the right tools for the task, ethical decision-making, balanced rule enforcement, and sound allocation of finite resources.
- **Organizational Vision and Positioning for the Future:** Turns disparate groups and people into cohesive units that can move forward—without sacrificing individuality. Led innovative policies and initiatives with focus on changing realities, agility, and continual improvement. Drafted and initiated legal and policy foundations for organization-wide cultural shifts—like LGBT inclusiveness, advocacy for sexual assault victims, modern codes of conduct, technology shifts like wireless and SaaS, and online and distance education.
- **Outreach and Multicultural Coalition Building:** Partner and honest broker with civilians and military around the world. Focus on listening and appreciation for diverse—and competing—perspectives, goals, and methodologies. Coordinates internal micro-cultures and gains buy-in from internal stakeholders. Presented to hundreds of international, U.S., and foreign government officials; U.S. and foreign lawyers; bar associations and professional associations; universities and law schools; community organizations; and others.
- **Crisis Management:** Relied on for calm, steady, thoughtful, and balanced leadership—even in the midst of crisis. Served as a key player in response teams in major crises and international incidents, including humanitarian missions, NATO operations, the 9/11 Pentagon attack and initial response, U.S. Special Forces raid on Osama bin Laden's Pakistan compound, Al-Qaeda/Taliban attacks and the rebuilding of Afghanistan, warship collisions with foreign vessels in foreign maritime territory, accidents with multiple fatalities, and misconduct by service members.
- **Budgeting and Operations:** Oversight management of budgets over \$55 million. Recruited, hired, trained, evaluated, and assigned diverse civilian and military personnel, including law school faculty, lawyers, and support staff. Negotiated IT needs, building construction and renovations, facilities management, and logistics, as well as issues related to commercial contracts, employment law, labor unions, construction, environmental impact, compliance, government and internal investigations, malfeasance, risk management, fiscal responsibility.

Office of the Judge Advocate General of the Navy

July 2012 to Sept. 2018 (retired)

The Judge Advocate General (June 2015 to Sept. 2018). Appointed by President Barack Obama and confirmed by the U.S. Senate as the Navy's highest-ranking uniformed lawyer. Directed long-range strategic planning, provided immediate crises response and major events resolution, law and policy advising, outreach, and organizational management.

Major Concurrent Roles as the Navy JAG

- Staff Assistant in the Office of the Secretary of the Navy—chief uniformed legal advisor to the Secretary of the Navy, the Chief of Naval Operations (the senior military officer in the Navy), and other senior government officials.
- Chief of the Judge Advocate General's Corps—the Navy's worldwide legal arm, then with 2,383 personnel including 909 lawyers, 505 paralegals, 415 civilian personnel, 417 Reserve lawyers, and 137 Reserve paralegals supporting the JAG's role as legal and policy advisor to the Secretary of the Navy.
- Chair of the Department of Defense (DoD) Joint Service Committee for Military Justice—focused on military criminal law and procedure. (2017 to 2018).
- Chairman of the Joint Chiefs of Staff Representative to the National Ocean Council—balancing presidential ocean policy objectives with national security, freedom of navigation, and safeguard of lines of communication.
- Commander of the Office of the Judge Advocate General.

Illustrative Impacts

- Supervised high-visibility internal investigations, with accompanying risk management and compliance reports, for fatal collisions of guided-missile destroyers USS Fitzgerald (DDG 62) near Japan and USS John S. McCain (DDG 56) near Singapore; Iran's seizure of two Navy Riverine Command Boats in the Persian Gulf; and joint Department of Justice/Department of the Navy (DOJ/DON) criminal fraud investigation-prosecution of Singapore-based contractor related to \$34 million overbilling and corruption.
- Launched global, 30-attorney program providing sexual assault victims with their own independent legal advocates, along with prevention and response program.
- 2012-2018 grew the lawyers of the Navy Judge Advocate General's Corps from 831 to 909. 36% women.
- Allocated \$55.7 million annual budget. Prepared and submitted five-year strategic plans.

Deputy Judge Advocate General (July 2012 to June 2015). Appointed by President Obama and confirmed by the U.S. Senate as the Navy's second highest-ranking JAG officer and lawyer. Major capacities:

Naval Legal Service Command (NLSC)

- Commander of NLSC, an 800-member legal team providing broad-based legal services at 18 major legal offices and ~100 branches for Navy units and organizations, active and retired Navy service members and their families worldwide.
- Executed a wholesale realignment of NLSC to parallel and better support the regional command structure of the Navy, while increasing attorney autonomy, ability to advocate for clients, and level of expertise.
- Established independent administrative and business services unit to standardize and streamline fiscal operations, including budget, travel, and auditing for the Office of the Judge Advocate General and NLSC.

Naval Justice School

- Director of the DON's law school, charged with providing instruction for ~10,000 Navy, Marine Corps, and Coast Guard officers and enlisted personnel—including lawyers and paralegals—per year, in military, civil, and administrative law. Allocated and prioritized lean \$1.125 million annual budget.
- Reviewed hiring, training, retention, compensation, and performance of 55 faculty and 10 staff at four campuses—main campus in Newport, RI, with satellite campuses in Norfolk, VA, San Diego, CA, and Charlottesville, VA. Administered trial advocacy-focused curriculum (totaling 46 courses / 126 offerings, and 50 online courses).
- Set faculty and student conduct policies, including those addressing sexual harassment and assault, discrimination and equal opportunity. Conducted disciplinary reviews. Emphasized early intervention for faculty and students at risk or in trouble.
- Maintained and modernized law school facilities, securing \$2,147,549 million to fund major relocation, renovation, and upgrade of Norfolk schoolhouse, and outsourcing Newport campus's wireless network and cloud-based storage.

Rule of Law Field Force, Kabul and Kandahar, Afghanistan

Sept. 2011 to July 2012

Commander, NATO Rule of Law Field Support Mission and **Commander, Rule of Law Field Force-Afghanistan**.

Operated dual headquarters—Kabul and Kandahar. In NATO capacity, led local governance enhancement mission reporting to U.S. Marine Corps 4-star commander overseeing combined NATO International Security and Assistance Force. In U.S. role, provided support, assistance, and training for Afghan justice workers and managed the Justice Center in Parwan, Afghanistan, in support of U.S. Army 3-star commander responsible for foreign fighter detention operations. Charged with partnering with Afghan government to bolster government services, expand rule of law, and build and solidify robust, credible Provincial and District judicial system.

- Responsible for 400+ military and civilian personnel (U.S. and allied nationals), ranging from combat personnel to engineers to lawyers and others.
- Partnered with U.S. commanders, foreign national officials, Afghan government, and local leaders to assign and place 57 additional Afghan judges to underserved Districts. Expanded NATO rule of law operations and governance support from 7 Provinces / 15 Districts to 12 Provinces / 51 Districts in just 10 months.
- Established and maintained oversight of framework necessary to support rule of law mission, including training of judges, prosecutors, defense counsel, investigators, and other legal professionals in procedure, administration of evidence, and forensics; enhanced existing court system by initiating formal and transparent public trials at District level; leveraged traditional village elder-led dispute resolution process to increase Afghan national government credibility.
- Managed field teams to improve Afghan justice workers physical security, and planned and constructed basic infrastructure—such as courthouses and training facilities.

Joint Chiefs of Staff, the Pentagon, Arlington, VA

Sept. 2007 to Sept. 2011

Legal Counsel to the Chairman of the Joint Chiefs of Staff. Asked by U.S. Navy Admiral Michael Mullen to join him in transition from Chief of Naval Operations (see below) to Chairman of Joint Chiefs of Staff. Served as chief legal advisor to the DoD's most senior military officer—who, in turn, served as the principal military advisor to Presidents George W. Bush and Barack Obama, the National Security Council, the Homeland Security Council, and Secretaries of Defense Robert M. Gates and Leon Panetta.

- Provided around-the-clock advice on highly classified matters—including active military operations in Afghanistan and other operations in Yemen, Iran, and Somalia—to enable decision-making by the President, Secretary of Defense, and senior military leaders. Participated in White House and Office of the Secretary of Defense meetings.

- Approved by the White House as one of only four Executive Branch lawyers—and the only uniformed counsel—to help secure authorization for, plan, and execute the 2011 raid on Osama bin Laden’s compound.
- Advised on military-wide policy and organizational matters—like recommendation to rescind “Don’t Ask, Don’t Tell” policy prohibiting LGBT military personnel from serving openly.

Chief of Naval Operations, the Pentagon, Arlington, VA

Mar. 2007 to Sept. 2007

Special Counsel. Selected as legal advisor to Admiral Mullen, then the highest-ranking Navy officer, the principle Navy advisor to the Secretary of the Navy, and Navy advisor to the National Security Council, the Homeland Security Council, the Secretary of Defense, and the President. A principal staff advisor for the oversight of 800 military and 400 civilian personnel.

Region Legal Service Office Southeast, Jacksonville, FL

July 2005 to Mar. 2007

Commanding Officer. Established 21-site legal office architecture providing legal services to all Navy commands and personnel across Alabama, Florida, Georgia, Kansas, Kentucky, Louisiana, Mississippi, Missouri, South Carolina, Tennessee, and Texas, as well as Puerto Rico, Guantanamo Bay, Mexico, and South America.

- Designed efficient regionally-focused legal services provider comprised of 85 civilian and military personnel.

U.S. Pacific Command (now Indo-Pacific Command), Oahu, HI

July 2002 to June 2005

Staff Judge Advocate. Selected, from among nominees of all military branches, to serve as principal legal advisor to the 4-star military commander of a unified combat force of 375,000 military and civilian personnel responsible for an operating area of 100 million square miles—half the earth’s surface—from the west coast of the U.S. to India, and from the Arctic to Antarctica.

- Personally advised the commander, while overseeing 10 multi-service direct reports, linked the senior legal offices of the Army, Marine Corps, Navy, and Air Force of the Pacific region into a cohesive reinforcing unit, and coordinated with Department of State (DOS) country teams and foreign military officers.
- Chief legal advisor for U.S.-led multinational and NGO humanitarian relief operation after the December 2004 tsunami, triggered by a 9.1 magnitude earthquake off the coast of Sumatra, Indonesia that killed nearly 230,000 people in 14 countries.

Joint Chiefs of Staff, the Pentagon, Arlington, VA

July 2001 to July 2002

Deputy Legal Counsel. Tapped to serve on legal team for Chairman of the Joint Chiefs of Staff, then U.S. Air Force General Richard Myers, supporting President George W. Bush.

- Served on initial 9/11 response team—including inside the Pentagon during the attack. Assigned to the National Military Command Center as senior legal counsel for the Joint Staff Crisis Action Team. Within hours of the 9/11 attacks, led drafting of rules of engagement—immediately enacted throughout the U.S.—for air defense against commercial airliners used as weapons of mass destruction.

U.S. Seventh Fleet, Japan

July 1999 to July 2001

Fleet Judge Advocate. Assigned to flag staff embarked on USS BLUE RIDGE (LCC-19), headquarters for the U.S. Forward Deployed Naval Forces in Japan (FDNF-Japan), consisting of 60+ ships and submarines, ~300 aircraft, and

~40,000 personnel operating in the Western Pacific and Indian Oceans. The principal maritime combat force of the U.S. Pacific Fleet.

- Primary legal advisor to the 3-star Commander of FDNF-Japan, as well as lead counsel for all FDNF-Japan forces, on matters ranging from international threats in the Asia theater—primarily China, North Korea, and Russia—to management of flag staff.
- Lead legal liaison with ally and partner navies in the Asia-Pacific Rim—including Australia, Indonesia, Japan, Malaysia, New Zealand, the Philippines, and South Korea. Negotiated international agreements, partnered on interpretation of bi-lateral treaty rights and obligations, drafted environmental protection standards for international maritime exercises, investigated and settled incidents involving Navy forces and local populations, led legal training and development of ally and partner navies.

Navy Personnel Command, Millington, TN

July 1998 to June 1999

Head of Judge Advocate General's Corps Assignment and Placement Branch. Integrated formerly independent Navy JAG Corps military personnel management office into the Navy's new consolidated military personnel enterprise. Relocated office operations to Navy's Millington, Tennessee campus within a week's time to continue the management of ~800 Navy lawyers (*see role below*). Allocated annual \$2.5 million budget. Merged divergent human resources cultures, personnel policies, and personnel management methodologies to create a constituent-focused approach to assignment and placement of Navy judge advocates.

Office of the Judge Advocate General of the Navy, Washington, DC

June 1997 to July 1998

Deputy Assistant Judge Advocate General for Military Personnel. Promoted to oversee job placement, training, career development, and logistics for all ~800 Navy lawyers, distributed among Navy legal offices and commands through the U.S., Europe, and Asia. Personally managed portfolio of 200 senior attorneys, and team of 6 direct reports. Planned and executed reorganization and relocation of JAG Corps military personnel operations to Navy's Millington, Tennessee campus.

U.S. Naval War College, Oceans Law and Policy Department, Newport, RI

Oct. 1995 to June 1997

Law instructor and graduate student. Selected for the Navy's strategic leadership program. While earning MA in Strategy, National Security Decision Making and Joint Military Operations, taught law and updated *Commander's Legal Deskbook* with annotated version for lawyers. Selected to travel with civilian Director of Oceans Law and Policy Department (now known as The Stockton Center) for month-long tour to train Mexican, Ecuadoran, and Colombian military forces.

U.S. Naval Forces Europe, London, UK

July 1993 to Oct. 1995

Assistant Fleet Judge Advocate. Selected to be the most junior of 5 legal and policy advisors to the 4-star Commander of the Navy component of the U.S. European Command, providing overall command, operational control, and coordination of Navy forces throughout 20 million sq. nautical miles of ocean touching 3 continents—representing ~67% of the world's coastlines, ~30% of landmass, and ~40% of population. Served at sea as legal advisor for U.S. carrier strike group during NATO Balkan Operations.

- Traveled independently through former Soviet bloc nations, meeting with senior military officers, government officials, and advisors making presentations on the building blocks of democratic governance.

Fleet Air Mediterranean, Crete, Greece

June 1992 to July 1993

Staff Judge Advocate. Promoted to newly created, remote, one-year dual assignment, advising the U.S. Navy commanding officer of combined U.S. and Greek naval support installation, and providing forward legal support for 1-star Navy commander located in Naples, Italy responsible for overseeing all Navy shore installations and logistics operations in the Mediterranean. Provided broad-based legal advice on everything from labor negotiations with the Government of Greece, to investigations of Navy mishaps and personnel misconduct.

- Second-chair for intensive 30-day formal investigative inquiry consisting of a board of 3 U.S. flag officers and 1 Turkish flag officer observer, examining accidental firing of 2 U.S. Navy Sea Sparrow missiles into a Turkish Navy command ship, resulting in 5 fatalities, multiple serious injuries and substantial collateral damage. Called and questioned witnesses for formal board of inquiry proceedings. Drafted report of incident, including accountability sanctions, extent of liability, and recommendations to reduce future risk. Negotiated compensatory packages directly with Turkish Navy, injured service members, and surviving family members.

Naval Justice School, Newport, RI

Oct. 1988 to July 1991

Instructor. Selected to teach military law at the DON's law school for new JAG Corps officers. Traveled to Navy and Marine Corps bases in the U.S. and across Europe to teach and advise executive commanders, senior officers, and experienced lawyers.

Cruiser-Destroyer Group 8, Norfolk, VA

July 1986 to Oct. 1988

Staff Judge Advocate for Cruiser-Destroyer Group 8. Served as sole legal advisor to battle-force commander (who later became the Chief of Naval Operations) of 44 ships and associated staff and support personnel.

- Fast-tracked to important operational role, despite being a junior lieutenant. Completed 2 deployments to the Mediterranean and North Atlantic as carrier strike group legal advisor.

Navy Surface Forces, U.S. Atlantic Fleet, Norfolk, VA

Jan. 1986 to July 1986

General Attorney. One of 4 junior counsel on legal staff for 3-star commander charged with training, maintenance, readiness and logistical support for entire Navy surface fleet on the east coast of the U.S. Reviewed all investigations for surface navy-related incidents for quality control, risk management, accountability, and remedial recommendations. Promoted from expected two-year stint in administrative role to battle-staff role—in less than seven months. (Jan. 1986 to July 1986)

Naval Legal Service Trial Defense Activity, Jacksonville, FL

May 1984 to Jan. 1986

Defense Counsel. Charged with Miami to Key West territory, as well as ~20-matter caseload in Jacksonville, defending uniformed Navy personnel in era of literal enforcement of Navy rules resulting in high volume of court-martials and administrative proceedings.

Advanced Training & Admissions

Advanced Training in Leadership

- University of North Carolina-Chapel Hill | Kenan-Flagler Business School, 2016 (executive business practices)
- National Defense University, Washington, DC | Capstone, 2013 (strategy, decision-making, and interoperability)
- Massachusetts Institute of Technology, Cambridge, MA | Seminar XXI, 2008 (geopolitics and diplomacy)
- Naval Justice School, Newport, RI | Officer Training School, Jan. to May 1984

Admissions & Memberships

- Admitted to the Bar of North Carolina and member of North Carolina Bar Association.
- Certified under Article 27(b) of the Uniform Code of Military Justice.

Education

United States Naval War College | MA, *with distinction*, 1996

- Focus on Big Picture strategic planning, decision-making, and leadership.

University of Miami | LLM, 1992

- Earned two Book Awards during one-year program.

University of North Carolina - Chapel Hill | JD, 1983

Belmont Abbey College | BA, 1979

- Awarded full scholarship. Played forward all four years on varsity NCAA Division 2 basketball team.

CV Addendum

Nonprofit and Legal Leadership

Nonprofit Board Memberships

- Board of Directors, Navy-Marine Corps Relief Society, Washington, DC 2015 to 2018.
- Board of Directors, Lucy's Hearth, Middletown, RI 1996 to 1997.
- Parish Council, Church of the Nativity, Burke, VA 2015 to Present.

Awards and Recognition from Civilian Legal Community

- National Black Law Students Association James W. Crawford III Trailblazer Award, 2018. Inaugural honoree.
- National Black Law Students Association Hall of Fame, 2018.
- National Bar Association Gertrude E. Rush Award, 2017.
- Washington Bar Association Award for Extraordinary Leadership and Support, 2016.
- National Bar Association Major Kenneth D. Gray Excellence in Jurisprudence Award, 2013.
- NAACP Roy Wilkens Renown Service Award, 2012.

Major Legal Scholarship

- Reference book for military officers in the field, *Guidelines and Lessons Learned for Military Support to Justice Sector Development in Afghanistan*, June 2012.
- Classified law of armed conflict memorandum in support of Operation Neptune Spear, U.S. Special Forces raid on Osama bin Laden's compound in Pakistan, 2011.
- Master's thesis at U.S. Naval War College, "The Law of Noncombatant Immunity and the Targeting of National Electrical Power Systems," *The Fletcher Forum of World Affairs*, Vol. 21:2, Summer / Fall 1997.

Recent Legal Conference and Law School Speaking Engagements

- Guest Lecturer, Asia Pacific Centre for Military Law, Melbourne Law School University of Melbourne, Australia "Political Military Strategy and Law," delivered in Washington, DC, 2018.
- Guest Lecturer, The Army Judge Advocate General School at the University of Virginia, Charlottesville, Virginia, "Role of Lawyer as Leader – Legal Professional as Transactional," 2018.
- Guest Lecturer, Asia Pacific Centre for Military Law, Melbourne Law School University of Melbourne, Australia, "Leadership," delivered in Washington, DC, 2017.
- Keynote Speaker, United Kingdom Royal Navy Legal Counsel Symposium, "Strengthening International Partnerships," 2017.
- Commencement Speaker, University of North Carolina at Chapel Hill School of Law, Chapel Hill, NC, 2017.
- Keynote Speaker, United Kingdom Royal Navy Legal Counsel Symposium, "Developments in the Law of the Sea and the South China Sea Debate," 2016.
- Commencement Speaker, South Texas College of Law, Houston, TX, 2016.
- Evening Speaker, "Maritime Challenges Facing the U.S. Navy and the Law of the Sea," Conference on Foreign Relations, Washington DC, 2016.
- Dinner Speaker, "Hybrid Threats = Hybrid Law?" Center on Law, Ethics and National Security Conference, Duke University, Durham, NC, 2016.