

James M. Dubik

Lieutenant General
U.S. Army (Retired)
President/CEO
Dubik Associates, LLC
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Civilian Education.

- BA, Gannon University, Philosophy
- MA (All But Dissertation), the Johns Hopkins University, Philosophy
- MA, the Command and General Staff College, Fort Leavenworth, Kansas, Military Arts and Sciences
- Massachusetts Institute of Technology, National Security Fellowship
- Harvard JFK School of Government. Executive program, national security
- Maxwell School of Government, Syracuse University, Executive program, national security

Significant cross-cultural experience.

Iraq, Afghanistan, Japan, Korea, Thailand, Bosnia, Haiti, United Kingdom, France, Italy, Germany, and Poland.

Current portfolio.

1. President and CEO, Dubik Associates, LLC. A consulting firm formed in 2008 with Sharon L. Basso. The firm consults on matters of national security issues; strategic planning—military, intelligence, government, and business; leader development; and media and Congressional relations.
2. Senior Fellow, the Institute of Land Warfare. I write a monthly article in Army magazine, published by the Association of the United States Army. Examples of my essays are, “Another Cycle,” “A National Strategic Learning Disability,” and “On Denial and Its Consequences.” My last monograph is “Lessons from Lincoln, On Being a War President.” All are available on line at www.ausa.org.
3. Senior Fellow, the Institute for the Study of War. I conduct research, write, brief, and conduct media interviews on behalf of the Institute in the following areas: ways to improve U.S. and allied training of indigenous security forces in Afghanistan, Iraq, and elsewhere; counterinsurgency doctrine; and changes in the nature, conduct, and understanding of war. Reports published by the Institute—“Building Security Forces and Ministerial Capacity: Iraq as a Primer.” “Accelerating Combat Power in Afghanistan,” “Creating Police and Law Enforcement Systems,” and “The U.S. in Iraq Beyond 2011”—are available at

www.understandingwar.org. Also available on the Institute's web site are his most recent media interviews. Am currently writing a monograph entitled, "Operational Art in Counterinsurgencies," due for publication by the end of 2011.

4. Senior Advisor to the Executive Director as well as a Board Member and Trustee of the National Leadership Roundtable on Church Management. I assist in developing long range strategic goals for this non-profit organization whose mission is to assist the Catholic Church in America in improving management and leadership practices. I also help the organization in translating strategic goals into measurable objectives and tasks, in constructing an efficient and effective organization, and aligning resources with the organization and strategic plan. A view of this organization can be found at www.nlrcm.org.
5. Senior Advisor, Tucker Associates, LLC. I advise and the CEO on strategies to bring US businesses into Iraq. In this capacity, we bring together American firms with Iraqi business partners. Our most recent trip to Baghdad, October 2011, resulted in a potential \$49M contract for the company we represented.
6. Special Advisor to GENERALS David Petraeus in Afghanistan and Lloyd Austin in Iraq (when each was Commanding in their respective theaters of war). I provide confidential assessments and recommendations concerning the growth and development of the Afghan and Iraqi National Security forces, military and police.
7. Consultant to the Assistant Secretary of Defense for International Security Affairs; In this capacity, I provide confidential reports and assessments concerning a wide variety of subjects.
8. Member, Council on Foreign Relations, Washington, DC.
9. Member, the National Security Advisory Council, U.S. Global Leadership Coalition, Washington, DC.
10. Omar Bradley Chair for Strategic Leadership, 2012-13. Co sponsored by Dickenson College, Penn State Law School, and the US Army War College which involves teaching one course at each institution.
11. Member, U.S. Army Ranger Hall of Fame. Selected in 2012.
12. Lecturer. Adjunct lecturer at Georgetown University's Security Studies Program. In addition, I have lectured at the following academic institutions: University of Virginia, the Johns Hopkins University's School of Advanced International Study, University of Maryland, George Washington University, George Mason University, The Jefferson Education Society, the US Army School of Advanced Military Studies, the Army War College; and the National War College, Washington, D.C.

Executive leadership experiences. Over 37 years of continuous active duty culminating in more than ten years of effective, values-based executive management and leadership. Proven change leader and strategic thinker. Practiced in successfully working with senior governmental, corporate, and military leaders of many nations—sometimes in very difficult and sensitive conditions. Exercised responsible stewardship of billions of dollars.

1. 2007-8. Commanding General, Multi-National Security Transition Command—Iraq and NATO Training Mission—Iraq, Baghdad, Iraq. Senior US official responsible for training and equipping the Iraqi military and police forces. \$5B budget. Coordinated with Iraqi, American, NATO, and other national senior governmental and military officials. Main innovation: accelerated the fielding and training of the Iraqi security forces to meet US strategic objectives.
2. 2004-7. Commanding General, I US Corps, Fort Lewis, Washington. Senior American Army operational commander in the Pacific region. Responsible for training 40,000 soldiers for war as well as for developing or continuing military relationships with Korea, Japan, and Thailand. \$600 M budget. Main innovations: created a global, distributed, peer-learning environment to accelerate learning among Stryker units in Hawaii, Alaska, Germany, Pennsylvania, and Washington State and began new family programs to reduce stress on spouses and children of deployed service members—both now being adopted throughout the army.
3. 2002-4. Commanding General, Joint Laboratory, Joint Forces Command, Norfolk, Virginia. Senior US military official responsible for the development and execution of US and multi-national experimentation that included France, Germany, Canada, Australia, and the U.K. \$110 M budget. Main innovations: Created two experimental areas—prototype experimentation to focus on near-term products and concept experimentation to provide insights into potential long-term security investments. Created and led a distributed, virtual, multi-service, and multi-national team to manage this program.
4. 2000-2. Commanding General, 25th Infantry Division and US Army Hawaii, Schofield Barracks, Hawaii. Senior US Army commander in the State of Hawaii responsible for training 15,000 soldiers for global contingency missions. \$ 300 M budget. Interacted with state governmental, business, environmental, and cultural leaders as well as senior US military commanders in Hawaii. Main innovation: negotiated in 2001-2 land use, land purchase, information architecture, and construction agreements necessary to field and train a Hawaiian Stryker Brigade in 2005-6. Model also used in Alaska, Germany, Washington, and Pennsylvania.
5. 1999-2000. Deputy Commanding General for Transformation, US Army Training and Doctrine Command, Fort Lewis, Washington. Senior leader

responsible for creating the most technologically advanced combat unit in the US Army. Also developed accelerated learning and leader development methodologies as well as began the installation of a training and learning information infrastructure necessary for this program. \$1B budget. As the lead executive, personally reported to three army 4-stars and integrated supporting actions across the Army. Main innovation: setting all aspect of this project in place—equipment, training, management structures and procedures, and information architecture—in one year.

6. 1998-9. Deputy Commanding General, Multi-National Division (North), Bosnia-Herzegovina. Tuzla, Bosnia. Deputy commanding general responsible for the security of one-third of Bosnia-Herzegovina. Supervised the execution of operations and support of forces from six nations—Russia, Poland, Turkey, Sweden, Finland, and Denmark. Major innovation: seated the first post-war government in Srebrenica and implemented the Dayton Accords Agreement in the district of Brcko.
7. 1997-8. Director of Training, Headquarters Department of the Army. The Pentagon, Washington, DC. Senior Army executive responsible for the funding of all Army training world-wide. \$10B program. Major innovation: began the process of divesting the army from legacy training methods and investing in more advanced training and learning systems.

Other relevant experiences.

1. Teaching. Graduate level instruction in military arts and sciences at the Army's School of Advanced Military Studies, Fort Leavenworth, Kansas—1991-92. Undergraduate instruction in ethics, ethics and leadership, history of philosophy, and political philosophy at the United States Military Academy, West Point, New York—1982-85.
2. Publishing. Published over 80 articles, essays, and monographs. Wrote a series of articles and monographs starting in 1989 that focused on the impact of the post Cold War and emergence of the information age on leadership, strategy, and military organizations and operations. Wrote the introduction to *Rethinking the Principles of War*.
3. Operational Experience. Have commanded during operations in Haiti, Bosnia, and Iraq.

Hobbies. Exercise (have completed four ultra-marathons), biking, golf, guitar, reading, and writing.