

DAVID W. BARNO

School of Advanced International Studies
The Johns Hopkins University
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EDUCATION

- M.A. GEORGETOWN UNIVERSITY, 1987
NATIONAL SECURITY AND STRATEGIC STUDIES
- B.S. UNITED STATES MILITARY ACADEMY, 1976
CONCENTRATION: NATIONAL SECURITY AND PUBLIC AFFAIRS
- SYRACUSE UNIVERSITY MAXWELL SCHOOL NATIONAL SECURITY MANAGEMENT COURSE, 2002
- U.S. ARMY WAR COLLEGE, 1995
- U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE, 1988

PROFESSIONAL EXPERIENCE

School of Advanced International Studies The Johns Hopkins University

Visiting Professor of Strategic Studies and Senior Fellow at
The Philip Merrill Center for Strategic Studies

Washington, DC
July 2018 – present

- Co-teaching two courses with Nora Bensahel:
 - M.A. elective “The Human Face of Battle” (3 credits)
 - M.A. elective “Adaptation Under Fire” (3 credits)
- Completed book manuscript on Adaptation Under Fire, forthcoming from Oxford in March 2020
- Participating in outside panels and lectures including the war in Afghanistan, civil-military relations, future threats to the U.S. military, and the changing character of war

War on the Rocks

Contributing Editor and Columnist
Columnist

Washington, DC
December 2017 – present
January 2015 – December 2017

- Co-authoring the Strategic Outpost column with Nora Bensahel, published regularly on a wide range of defense and national security topics
- Multiple appearances on the War on the Rocks Most-Read Lists for 2018 (#1, 4, 16), 2017 (#2, 3, 6, 12, 18, 23), and 2016 (#5, 6, 10, 24)
- More than 65 columns published to date

U.S. Department of Defense Reserve Forces Policy Board Member

Washington, DC
March 2015 – present

- Serving on a federal advisory committee that provides advice and recommendations to the Secretary of Defense about strategies, policies, and practices to improve and enhance the capabilities and effectiveness of the U.S. military reserves and the National Guard

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U.S. Army War College Board of Visitors
Member

Carlisle, PA
April 2016 – present

- Serving on a federal advisory committee that provides oversight, advice and recommendations to the Commandant of the U.S. Army War College and Chief of Staff Army on policies and practices in order to sustain excellence at the U.S. Army War College

School of International Service, American University
Distinguished Practitioner in Residence

Washington, DC
January 2015 – June 2018

- Co-teaching three courses with Nora Bensahel
 - M.A. elective “Adaptation Under Fire” (3 credits)
 - B.A. elective “The Human Face of Battle” (3 credits)
 - M.A. skills institute “Understanding the Military” (1 credit)
- Received instructor evaluations ranging from 6.79 to 6.83 on a 7-point scale
- Smith Richardson grant for book manuscript on military adaptation during wartime
- Growing a leader development enterprise focused on successful business adaptation and advancing women's leadership drawing on military experience

The Atlantic Council
Non-Resident Senior Fellow

Washington, D.C.
May 2015 – March 2018

- Serving as an adjunct senior fellow focused on U.S. national security and defense issues, with particular emphasis on land power
- Published a major report on the future of the U.S. Army

Center for a New American Security
Senior Fellow and Co-Director of the Responsible Defense Program
Senior Advisor and Senior Fellow

Washington, DC
January 2014 – January 2015
May 2010 – December 2013

- Jointly responsible (with Nora Bensahel) for all aspects of the primary defense program at CNAS, including developing the research agenda, fundraising, and managing program personnel
- Published reports, policy briefs, articles, and op-eds on subjects including the future of U.S. national strategy and the defense budget; reforming the Defense Department; ongoing military operations; the future of the U.S. Army; and women in the military.
- Conducted outreach activities to increase the impact of CNAS research, through media and congressional appearances, op-eds, and journal articles
- Previously provided extensive research, publications, testimony and media commentary on counter-insurgency operations, al Qaeda and the Taliban, and the war in Afghanistan

Security Studies Program, Georgetown University
Adjunct Associate Professor

Washington, DC
August—December 2014

- Taught M.A. elective on “Adaptation Under Fire: The Evolution of Theories of Modern Warfare in Battle,” with Nora Bensahel.

National Defense University
Director of the Near East South Asia Center for Strategic Studies

Washington, DC
May 2006 – April 2010

- Directed one of five Defense Department regional studies centers designed to provide “soft power” education and outreach across regional military and foreign service professionals across over twenty nations ranging from North Africa to South Asia

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- Traveled extensively across the greater Middle East to sustain alumni programs among the center's over 400 graduates throughout the region; supervised over 50 U.S. government and contractor employees

U.S. Department of Veterans Affairs

Chairman, Advisory Committee on OIF and OEF Veterans and Families

Washington, DC

2007-2009

- Provided expert advice to the Secretary of Veterans Affairs on Operation Iraqi Freedom and Operation Enduring Freedom Veterans and Families through leadership of an advisory committee that undertook extensive nation-wide assessments of ongoing VA programs aimed at current generation veterans and their families

MILITARY EXPERIENCE (UNITED STATES ARMY)

Lieutenant General

2003 – 2006

Assistant Chief of Staff for Installation Management, Army Staff, the Pentagon

2005 – 2006

- Provided leadership of the U.S. Army's global installations and work force, managing over 30,000 people and an annual budget of over \$10 billion
- Developed and implemented strategies, policies, programs, and resources for an effective network of installations and capabilities

Commander, Combined Forces Command – Afghanistan, Kabul, Afghanistan

2003 – 2005

- Provided overall command and leadership for the entire U.S. and coalition military endeavor in Afghanistan including overseeing support for the first-ever Afghan presidential election in 2004
- Established and led a new 3-star operational headquarters in Kabul, Afghanistan and commanded the 20,000 U.S. and Coalition Forces in Operation Enduring Freedom for nineteen months
- Responsible for overall military leadership of political-military mission with responsibilities that included regional military efforts that involved close coordination with the Government of Afghanistan, Pakistan, the United Nations, NATO International Security Assistance Force, the U.S. Department of State and USAID, and the senior military leaders of many surrounding nations and allies

Major General

2001 – 2003

Commander, Task Force Warrior (pre-war Iraqi exile training), Taszár, Hungary

2003

Commander, U.S. Army Training Center and Fort Jackson, SC

2001 – 2003

Brigadier General

2000 – 2001

Deputy Director of Operations, U.S. Pacific Command, Camp Smith, Hawaii

2000 – 2001

Assistant Division Commander for Operations, 25th Infantry Division, Hawaii

1999 – 2000

Lieutenant through Colonel (selected positions)

1976 – 1999

Brigade Commander, Warrior Brigade, Fort Polk, LA

1995 – 1997

Commander, 2nd Battalion, 75th Ranger Regiment, Fort Lewis WA

1993 – 1994

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Commander, 3 rd Battalion, 505 th Parachute Infantry, 82 nd Airborne Division	1992 – 1993
Ranger Battalion Operations Officer (combat in OPERATION JUST CAUSE, Panama)	1988 – 1990
Ranger Company Commander (combat in OPERATION URGENT FURY, Grenada)	1983 – 1985

BOOKS

Adaptation Under Fire: Military Adaptation During Wartime. Forthcoming from Oxford University Press, March 2020. Co-authored with Nora Bensahel.

SELECTED REPORTS, BOOK CHAPTERS, AND ARTICLES

The Future of the U.S. Army: Today, Tomorrow, and the Day After Tomorrow. Co-authored with Nora Bensahel. Washington: Atlantic Council, September 2015.

“Can the U.S. Military Halt its Brain Drain?” Co-authored with Nora Bensahel. *The Atlantic*, November 5, 2015.

Battlefields and Boardrooms: Women’s Leadership in the Military and Private Sector. Co-authored with Nora Bensahel, Katherine Kidder, and Kelley Saylor. Washington: Center for a New American Security, January 2015.

“New Challenges for the U.S. Army.” Co-authored with Nora Bensahel. In Joseph Da Silva, Hugh Liebert, and Isaiah Wilson, eds., *American Grand Strategy and the Future of U.S. Landpower*, Carlisle, PA: United States Army War College Press, 2014.

“Charting the Course: Directions for the New NATO Secretary General.” Co-authored with Jacob Stokes, Julianne Smith, and Nora Bensahel. Washington: Center for a New American Security, September 2014.

Building Better Generals. Co-authored with Nora Bensahel, Katherine Kidder, and Kelley Saylor. Washington: Center for a New American Security, October 2013.

The Seven Deadly Sins of Defense Spending. Co-authored with Nora Bensahel, Jacob Stokes, Joel Smith, and Katherine Kidder. Washington: Center for a New American Security, June 2013.

“Countdown to Sequestration: Why American Leaders Could Jump Off the Fiscal Cliff.” Co-authored with Nora Bensahel, Joel Smith, and Jacob Stokes. Washington: Center for a New American Security, November 2012.

National Security Guide to the 2012 Presidential Election. Co-authored with John A. Nagl, Kristin M. Lord, Melissa Dalton, Colin H. Kahl, Ely Ratner, Jacob Stokes, Nancy Brune, Patrick M. Cronin, Richard Fontaine, Travis Sharp, and Will Rogers. Washington: Center for a New American Security, October 2012.

Sustainable Pre-eminence: Reforming the U.S. Military in a Time of Strategic Change. Co-authored with Nora Bensahel, Matthew Irvine, and Travis Sharp. Washington: Center for a New American Security, May 2012.

“Pivot but Hedge: A Strategy for Pivoting to Asia While Hedging in the Middle East.” Co-authored with Nora Bensahel and Travis Sharp, *Orbis*, Volume 56, Issue 2 (Spring 2012), 158-176.

Hard Choices: Responsible Defense in an Age of Austerity. Co-authored with Nora Bensahel and Travis Sharp. Washington: Center for a New American Security, October 2011.

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Military Adaptation in Complex Operations. Washington: National Defense University, *PRISM*, Volume 1, Issue 1, 2009, 27-36.

Beyond Afghanistan: A Regional Security Strategy for South and Central Asia. Co-authored with Andrew M. Exum and Matthew Irvine. Washington: Center for a New American Security, May 2011.

Responsible Transition: Securing U.S. Interests in Afghanistan Beyond 2011. Co-authored with Andrew M. Exum. Washington: Center for a New American Security, December 2010.

“Command in Afghanistan 2003-2005: Three Key Lessons Learned.” In Michael Miklaucic, ed., *Commanding Heights: Strategic Lessons from Complex Operations*. Washington: The Center for Complex Operations and The Center for Technology and National Security Policy, National Defense University, July 2009, 1-7.

“Winning Afghanistan for the Long Term.” Co-authored with Col. John K. Wood (Ret.). *Far Eastern Economic Review*, Volume 172, Number 8 (2009), 40-43.

“Fighting ‘The Other War’: Counterinsurgency Strategy in Afghanistan, 2003-2005.” *Military Review* Volume 87, Number 5 (2007), 32-44.

“Challenges In Fighting a Global Insurgency.” *Parameters*, Volume 36, Number 2, 2006, 15-29.

SELECTED OP-EDS AND BLOG POSTS

“How Veterans Day Can Help Heal a Divided Nation,” War on the Rocks, November 11, 2016.

“A Genius for War: 20 Questions with David Barno and Nora Bensahel,” The Pendulum by Doctrine Man, May 6, 2016.

“Now Women Should Register for the Draft,” co-authored with Nora Bensahel, Time.com, December 7, 2015.

“Shattering the Military’s Glass Ceiling,” co-authored with Nora Bensahel, Atlantic.com, December 4, 2015.

“Female Rangers Should End the Debate on Women in Combat,” co-authored with Nora Bensahel, Time.com, August 20, 2015.

“Learning from the Air Force: Why the Army Needs a Congressional Commission,” co-authored with Nora Bensahel, War on the Rocks, October 9, 2014.

“The Army’s Next Enemy – Peace.” *Washington Post*, July 10, 2014.

“How the Military Isolates Itself—and Hurts Veterans,” co-authored with Phillip Carter, *Washington Post*, November 8, 2013.

“U.S. War Decisions Rightfully Belong to Elected Civilian Leaders, Not the Military,” *Washington Post*, September 12, 2013.

“Decisions Deferred: Balancing Risks for Today and Tomorrow,” co-authored with Nora Bensahel, CNAS Commentary, August 5, 2013.

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“The Road to Nowhere Good: When Syria's Rebels Need More Than Just Weapons, America May Well Find Itself in the Middle of a Civil War,” *ForeignPolicy.com*, June 18, 2013.

“The Seven Deadly Sins of Defense Spending,” co-authored with Nora Bensahel, Jacob Stokes, Joel Smith, and Katherine Kidder, *ForeignPolicy.com*, June 6, 2013.

“Loss Leader: The Army Needs to Admit It Has a Problem – Or Things Will Only Get Worse,” *ForeignPolicy.com*, March 29, 2013.

“Silicon, Iron, and Shadow: Three Wars That Will Define America's Future,” *ForeignPolicy.com*, March 19, 2013.

“Military Brain Drain: The Pentagon's Top Brass is Driving Away All the Smart People,” *ForeignPolicy.com*, February 13, 2013.

“A ‘Zero Option’ for Afghanistan,” *ForeignPolicy.com*, January 7, 2013.

“How to Fight in Afghanistan with Fewer U.S. Troops,” co-authored with Matthew Irvine, *Washington Post*, November 30, 2012.

“A New Moral Compact: A Military Draft That Could Actually Work,” *ForeignPolicy.com*, November 9, 2012.

“Brace Yourself: The U.S. May Well Go Off the Fiscal Cliff. Is That So Bad?” Co-authored with Nora Bensahel, Joel Smith, and Jacob Stokes, *ForeignPolicy.com*, November 7, 2012.

“The Real Pivot: It's Time to Change Our Plans in Afghanistan,” *ForeignPolicy.com*, September 25, 2012.

“Our Strategic Compass is Unmoored.” *ForeignPolicy.com*, September 5, 2012.

“The Pentagon’s Way Forward,” co-authored with Nora Bensahel and Travis Sharp, *The National Interest*, January 26, 2012.

“You Can’t Have It All,” co-authored with Nora Bensahel and Travis Sharp, *ForeignPolicy.com*, January 6, 2012.

“Thoughts of a Military Parent Provoked by the Arlington Funeral of My Son’s Comrade,” *Best Defense*, *ForeignPolicy.com*, November 11, 2011.

“Barno: Generals Who Can't Handle Dealing with the Media Aren't Very Good Generals,” *Best Defense*, *ForeignPolicy.com*, November 8, 2011.

“How to Cut the Defense Budget Responsibly,” co-authored with Nora Bensahel and Travis Sharp, *ForeignPolicy.com*, November 2, 2011.

“Hard Choices for Ground Forces: What Is Their Role and Relevance in a More Asia-Centered U.S. Strategy?” Co-authored with Nora Bensahel and Travis Sharp, *Defense News*, October 17, 2011.

“Dave Barno’s Top 10 Tasks for General Dempsey, the New Army Chief of Staff,” *Best Defense*, *ForeignPolicy.com*, January 21, 2011.

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SELECTED TESTIMONY

“Transition in Afghanistan: The Road Ahead,” testimony to the U.S. House Armed Services Committee, February 27, 2013.

“Perspectives on the President’s Fiscal Year 2013 Budget Request for the U.S. Department of Defense,” testimony to the U.S. Senate Budget Committee, March 6, 2012.

“2014 and Beyond: U.S. Policy Towards Afghanistan and Pakistan,” testimony to the U.S. House Foreign Affairs Committee Subcommittee on the Middle East and South Asia, November 3, 2011.

“The Way Ahead in Afghanistan,” testimony to the U.S. House Armed Services Committee, July 27, 2011.

“Re-Assessing the Evolving Al-Qaeda Threat to the Homeland,” testimony to the U.S. House Homeland Security Committee, Subcommittee on Intelligence, Information Sharing, and Terrorism Risk Assessment, November 19, 2009.

“Afghanistan and Iraq: Perspectives on U.S. Strategy,” testimony to the U.S. House Armed Services Committee, Subcommittee on Oversight and Investigations, October 22, 2009.

“Charting the Course for Effective Professional Military Education,” testimony to the U.S. House Armed Services Committee, Subcommittee on Oversight and Investigations, September 10, 2009.

“Effective Counterinsurgency: The Future of the U.S.—Pakistan Military Partnership,” testimony to the U.S. House Armed Services Committee, April 23, 2009.

“Strategic Options for the Way Ahead in Afghanistan and Pakistan,” testimony to the U.S. Senate Armed Services Committee, February 26, 2009.

“Afghanistan on the Brink: Where Do We Go From Here?” testimony to the U.S. House Foreign Affairs Committee, February 15, 2007.

MILITARY LEADER DEVELOPMENT AND EDUCATION

Joint Senior Reserve Component Officers Course Senior Facilitator (one-and two-star generals and admirals), February 21-26, 2016.

U.S. Army War College Senior Leader Seminar 2 (brigadier generals), March 10, 2016, and March 20, 2015.

U.S. Army Senior Leader Seminar (senior colonels), Senior Facilitator, twice annually 2012-2015

Chief of Staff of the Army Strategic Studies Group (colonels and lieutenant colonels), November 10, 2015.

U.S. Army War College student body (colonels and lieutenant colonels), November 4, 2016, and November 12, 2015.

U.S. Army War College Basic Strategic Arts Program (majors and captains), February 28, 2018; October 18, 2018; February 22, 2018; November 3, 2016, March 10, 2016, November 5, 2015, July 9, 2015, and March 5, 2015.

U.S. Army Special Operations Command Young Lions Program (majors and captains), August 24, 2016, November 17, 2015, and May 12, 2015.

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U.S. Army Executive Leaders Course (command sergeants major), December 3, 2015, and June 11, 2015.

U.S. Army, 82nd Airborne Division, 2nd Brigade officer professional development, June 15, 2016.

U.S. Army Human Resources Command officer professional development, January 17, 2017.

Irish Defense Forces Senior Command and Staff Course (majors and lieutenant colonels), March 3, 2016, April 8, 2015 and March 2014.

SELECTED PRESENTATIONS

“Bridging America’s Civil-Military Divide,” Johns Hopkins School of Advanced International Studies, March 7, 2019.

“Ethical Challenges in the National Security Community,” Villanova School of Business Executive MBA Program, April 13, 2018.

“Preparing for the Next Big War,” Eisenhower School for National Security and Resource Strategy, National Defense University, February 1, 2018.

“The Ethical Challenges of Serving in the Trump Administration,” Executive MBA program, Villanova University School of Business, Villanova, PA, March 10, 2017.

“Battlefields and Boardrooms,” J.P. Morgan Chase Auto Finance Leadership Conference, Dallas, Texas, March 2, 2017.

“Presidential Transition and Defense Policy,” Near East South Asia Center, National Defense University, Washington, DC, December 6, 2016.

“How Veterans Day Can Help Heal a Divided Nation,” keynote speech at the American University Veterans Day commemoration, Washington, DC, November 11, 2016.

“The Role of Emerging Leaders in Military Culture Change,” Defense Entrepreneur’s Forum annual conference, Chicago, IL, October 8, 2016.

“The Future of Land Warfare,” U.S. Army Central Land Forces Symposium, Near East South Asia Center, National Defense University, June 21, 2017, and June 24, 2016.

“Force of the Future and Talent Management Reform,” DEF[x]DC, Defense Entrepreneur’s Forum, Washington, DC, May 12, 2016.

“The Role of Think Tanks in Washington, DC,” U.S. Central Command International Officer’s Forum, National Defense University, Washington, DC, May 6, 2016.

“State and Defense: Do Their Personnel Systems Still Make Sense?” School of International Service, American University, Washington, DC, March 17, 2016.

“Ethics Challenge for Military and Business Leaders,” Executive MBA program, Villanova University School of Business, Villanova, PA, March 16, 2016 and April 10, 2015.

“U.S.-Russian Relations in the Arctic: Assessing Future Threats,” Harriman Institute, Columbia University, New York, NY, February 12, 2016.

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“Shattering the Glass Ceiling: Integrating Women into Combat Units,” School of International Service, American University, Washington, DC, January 20, 2016.

“Project Gray: Fighting Daesh in the Levant,” U.S. Army John F. Kennedy Special Warfare Center conference, Washington, DC, November 30, 2015.

“Reappraising the U.S. Strategy and Mission in Afghanistan,” Middle East Institute, Washington, DC, November 23, 2015.

“Connecting Veterans to Our Fellow Citizens,” keynote speech at the Georgetown University Veterans Day commemoration, November 11, 2015.

“Issues and Insights: The Defense Budget,” The Stimson Center, Washington, DC, April 3, 2015.

“Women’s Leadership in the Military and the Private Sector,” J.P. Morgan Chase, New York, March 26, 2015; Center for a New American Security conference, March 4, 2015.

“Redefining the National Security Team,” The Brookings Institution, Washington, DC, March 17, 2015.

“Authorizing Military Action Against ISIL,” Woodrow Wilson Center, Washington, DC, February 23, 2015.

“U.S. and European Responses to Terrorism: Do We Have It Right?” American University School of International Service, February 3, 2015.

“The Army We Need: The Role of Land Power in an Uncertain Strategic Environment.” Senior Conference 50, United States Military Academy, West Point, NY, June 2, 2014.

“Is Land Power Dead? Yes,” U.S. Army Aim Point Debate Series, with MG H.R. McMaster, sponsored by Under Secretary of the Army Brad Carson, September 2013.

SELECTED MEDIA APPEARANCES

Television/Radio: CNN, BBC World, PBS NewsHour, C-Span’s Washington Journal, The Charlie Rose Show, ABC, Al Jazeera, Al Hurra, Fox News, Government Matters

Radio: All Things Considered (NPR), Morning Edition (NPR), Weekend Edition (NPR), The Diane Rehm Show (NPR), The Takeaway (NPR), Voice of America, Federal News Radio, Minnesota Public Radio, New Hampshire Public Radio

Print/Online: The New York Times, The Wall Street Journal, Financial Times, The Washington Post, The Economist, Politico, The Christian Science Monitor, Reuters, National Journal, Huffington Post, USA Today, U.S. News and World Report, The Hill, Time, AFP, NBC News, The Washington Times, Washington Examiner, Defense News, Military Times, Stars and Stripes, Foreign Policy, Vox, Politifact, Bloomberg Business, Army Times, Irish Times, Newsday, Boston Globe, Boston Herald, Forbes.com, Breaking Defense, Defense and Aerospace Report, Industry Week, CNN.com, Yahoo News

PROFESSIONAL ASSOCIATIONS

DAVID W. BARNO

MEMBER, COUNCIL ON FOREIGN RELATIONS

MEMBER, INTERNATIONAL INSTITUTE OF STRATEGIC STUDIES

ASSOCIATION OF THE U.S. ARMY