

FOSTER RESUME JUN 15
23 JUN 1998

RESUME

Robert Edward Foster, Ph.D.

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WORK EXPERIENCE

SUMMARY

- 1995-Present **Chief Scientist for Medical Systems Integration**, U.S. Army Medical Research and Materiel Command (USAMRMC), Ft. Detrick, MD
- 1995-1996 Acting Director, Medical Systems Integration Office, USAMRMC
- 1994-1995 Director of Medical Programs, OSD, OATSD(NCBP), The Pentagon
- 1994 Army Principal, ASBREM Committee Medical RDA-21 Study Office, ODDR&E
- 1990-1994 Chief of Research Operations, U.S. Army Medical Research Institute of Chemical Defense (USAMRICD), Aberdeen Proving Ground (APG), MD
- 1990 Technology Staff Officer (Chemical and Biological Programs), Office of the Army S&T Executive, Office of Assistant Secretary of the Army (RDA)
- 1988-1990 Chief of Research Operations, USAMRICD, APG, MD
- 1986-1988 Chief of Programs and Contract Management, USAMRICD, APG, MD
- 1981-1986 Research Team Leader and Principal Investigator, USAMRICD, APG, MD
- 1979-1981 Research Associate and Staff Scientist, Department of Neurology, Stanford University Medical School
- 1976-1979 NIH Postdoctoral Fellow, Brown University
- 1971-1976 Graduate Student and NIH Predoctoral Fellow, Duke University
- 1968-1971 Active Duty - U.S. Army
- 1968 Research Psychologist, Callier Hearing and Speech Center, Dallas, TX

EDUCATION/TRAINING

ACADEMIC

- 1976-1979 - Brown University, NIH Postdoctoral Fellow
- 1971-1976 - **Duke University, Ph.D. Psychology/Neuroscience**
- 1964-1968 - University of Virginia, B.A. with Distinction, Psychology
- 1959-1964 - Robert E. Lee High School, Staunton, VA

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GOVERNMENT (member Army Acquisition Corps, Level 3 qualified)

- 1986 Research and Development Management Course, U.S. Army Logistics Management College,
 - 1987 Management Skills Improvement Course, AMETA
Supervisor Development Course, Aberdeen Proving Ground (APG)
Careers in Management (Series II), APG
Decision Risk Analysis, U.S. Army Logistics Management College
 - 1989 **Program Managers Course (PMC 89-2), Defense Systems Management College**
Documentation and Good Laboratory Practices Course, Ft. Detrick
Personnel Management For Executives, Williamsburg, VA
 - 1990 Developmental Assignment in Acquisition Management, OASA(RDA), Pentagon
 - 1991 Advanced Environmental Law and Regulations for Executives, APG
 - 1993 Contracting Officer's Representative Course, APG
Project Management Course, APG
 - 1997 Economic Analysis for Decision Making, Ft. Detrick
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SCIENTIFIC ACCOMPLISHMENTS SUMMARY

26 Peer-reviewed Open Literature Publications
15 Government Technical Reports
32 Scientific Meeting Abstracts /Presentations

WORK EXPERIENCE DETAILED

9/95 - Present

Job Title: **Chief Scientist for Medical Systems Integration**
GS Series/Grade: **Health Sciences Administrator (GS 601-15) (11/97 to present)**
Biological Scientist (GS 401-14) (9/96 to 11/97)
Employer: **Headquarters, US Army Medical Research and Materiel Command**
(504 Scott Street, Ft. Detrick, Frederick, MD 21702-5012)

Description of duties and accomplishments:

I am the senior advisor to the commanding general for ~\$200M in core medical research and development programs and ~\$150M in Congressional Special Interest medical science and technology programs. These are executed in nine Army laboratories (six CONUS, 3 OCONUS), a materiel development activity and an acquisition activity with a staff of >2100 and through a extramural contract program involving >300 public institutions and private businesses. I act as an Associate Technical Director for Medical R&D in Army and OSD senior staff venues. In this position I have responsible for providing technical leadership, oversight, policy guidance, and coordination of the medical Scientific and Technology (S&T) programs (both Army and Tri-service programs assigned to Army). These S&T programs encompass medical, human systems, and chemical and biological defense technologies. My oversight activities ensure that the program content and execution are focused on DoD S&T initiatives and are satisfying joint warfighter and Army warfighter needs. I provides executive/technical leadership for these program efforts to provide future forces the advanced medical

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technologies for critical war fighting capabilities. I participate in Army-level life sciences planning, programming, and budgetary decisions. I review, evaluate, and monitor program and project plans to ensure that planned efforts properly support program objectives. I recommend priorities, evaluate alternatives, and determine funding requirements. In addition, I conduct or charter technical feasibility assessments in order to identify program deficiencies and recommended remedial actions. I lead the activities leading to the annual DoD-DDR&E Technology Area Review and Assessment (TARA) and the annual Army assessment of the Army S&T program by USATRADOC and OASA(RDA).

Army medical programs are partitioned into 5 thrust areas - military infectious diseases, combat casualty care, military operational medicine, medical chemical and biological defense, and special programs including military telemedicine. I act as a subject matter expert (SME) in the medical programs related to neuroscience, psychology, and chemical/biological defense. For example, I am the Peer Review Committee chair for the Army S&T Executive (DASA(R&T)) to review a new/proposed Strategic Research Objective, entitled "Enhancing Human Performance", which brings together a multidisciplinary basic research program in the sciences of human systems. This program will be conducted in Army medical and non-medical laboratories from 5 Army agencies. Other examples of my SME assignments: Department of the Army Technology Area Chief (TAC) for Biological Sciences in the Small Business Innovation Research (SBIR) Program, member of the Board of Visitors-Army Research Office, and member of Army SBIR Phase II Quality award board.

I have specific functional responsibilities for the Army medical R&D activities in the following areas: DoD Basic Research Plan and associated objectives (SROs); DoD Defense Technology Area Plan (DTAP) and associated objectives (DTOs); Joint Warfighting Science and Technology Plan (JWSTP); Army Science and Technology Master Plan and associated objectives (SROs and STOs); medical SBIR Program manager; Dual Use Applications (DUAP) Program manager; Advanced Concepts and Technology II (ACTII) Program manager; USATRADOC (Army Requirements Developer) interface; U.S. Army Materiel Command interface; strategic S&T planning; and career management of the Command's scientists and engineers.

I design, plan, and conduct a periodic Command-Wide TARA of mission accomplishments, business practice, and infrastructure. For the FY97 cycle, the TARA provided the Commanding General, USAMRMC an analysis of S&T and business operations and recommended strategic actions to address the TARA findings/issues. I conduct a pre-development product review of medical S&T programs to identify the most promising technologies to transition for development. The Army's medical user/Combat Developer uses the results of this pre-development review in Mission Area Materiel Plan (MAMP) deliberations. Additional duties and accomplishments include:

- Provided expert analysis and developed USAMRMC strategic positions for the Institutional Army Medical Functional Area Assessment resulting in Commanding General, U.S. Army Materiel Command and The Surgeon General of The Army acceptance of the USAMRMC position.
- Coordinated development/revision of Defense Technology Objectives for the ODDR&E.
- Provided medical science and technology section of the Army Modernization Plan (AMP).
- Delivered the USAMRMC Laboratory GPRA Plan through ASA(RDA) to ODDR&E.
- Designed and gained approval for the technology content of USATRADOC (Army user representative) Future Operating Capabilities as Medical MATDEV principal.
- Responsible for a Command-wide 'scientific/technical services' contract (\$48M, 5 year effort) and initiated/monitored multiple contract tasks with DA-wide impact.
- Act as Medical Materiel developer (MATDEV) principal for TRADOC/ARO ACTII technology program. Two medical ACTII projects have been successfully transitioned - one to PM, CSSCS for advanced development (1997) and one to the medical trainer (1998).
- Serve as Army Medical representative to the R&D work group for the ASD(HA) "Medical Readiness Strategic Plan.
- Act as the Army medical S&T representative in Vision 21 analyses.
- Serve as Major Army Command (MACOM) advisor for the Career Program 16 (Engineers & Scientists (non-construction)). AMEDD Principal for development of medical component to the DA ACTEDS Plan for the CP-16 employees of the AMEDD.
- Provided analyses of MACOM civilian acquisition workforce, acquisition corps, and critical acquisition billets.
- Developed the FY00-05 medical R&D program plan for the Army POM submit.
- Develop, on a continuous basis, POM-to-Budget issues and act for the Commanding General in defending the program and program issues in Army, OSD and OSD-OMB venues.
- Provide a myriad of analyses of the scientific content of medical programs, analyses of budget decrement proposals, POM alterations and other business process change proposals with regard to impacts on USAMRMC missions, functions and responsibilities.

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- Delivered acquisition reform strategies and GPRA Plan updates. Act as the proponent for acquisition reform as it applies to S&T programs.

9/95 - 8/96

Job Title: Acting Director, Medical Systems Integration Office
GS Series/Grade: Supervisory Biological Scientist, GS 401-14
Employer: Headquarters, US Army Medical Research and Materiel Command
Bldg 810, Ft. Detrick, Frederick, MD 21702-5012

Description of duties and accomplishments:

Responsible for integration of the USAMRMC RDA business areas with a focus on medical materiel systems, medical science and technology, and corporate infrastructure. Established an effective working liaison with the Army's medical Combat Developer and the Joint Staff-medical personnel. Provided first in depth analysis of the program/budget requirements for the Army for telemedicine. Chartered of integrated product teams (IPTs) as necessary to enable effective teaming in the medical technology development process. Chaired a Department of Army-level IPT that delivered Army Regulation 40-60 (Army Medical Research Development and Acquisition) to the Army staff for modernization of medical acquisition business practice. Acted as HQ, USAMRMC Principal for strategic quality planning and oversaw USAMRMC subordinate commands in the development of derivative strategic plans. Coordinated USAMRMC Command Conference workshops on strategic planning. Represented the Commanding General in U.S. Army Training and Doctrine Command Science and Technology Objective (STO) reviews. Represented the Commanding General on DoD-level panels and meetings including the DDR&E's Biomedical Reliance Panel and Defense Science and Technology Advisory Group (DSTAG) for the purpose of representing the Army medical program position. Acted as the USAMRMC lead in developing 'macro' options for integration of information management infrastructure across all Army medical facilities and commands. Acted as the principal for Department of the Army's biennial "Institutional Army Functional Area Assessment". Represented the Commanding General in numerous Army staff/Department of the Army Secretariat/OSD Staff meetings and work groups regarding medical RDA and USAMRMC programs. Provided expert analyses and opinions, as requested, to principals from all echelons of USAMRMC, USAMEDCOM, and to selected ARSTAF/DA STAF/OSD Principals.

11/94 - 9/95

Job Title: Director of Medical Programs
GS Series/Grade: Supervisory Biological Scientist, GS 401-14
Employer: Office of the Assistant to the Secretary of Defense (Nuclear, Chemical and Biological), The Pentagon

Description of duties and accomplishments:

As Director of Medical Programs in the Office of the Assistant Secretary of Defense (Nuclear, Chemical and Biological Programs) (OATSD(NCBP)) and for the Deputy Assistant to the Secretary of Defense (Chemical and Biological Matters), I was the OSD staff officer responsible for medical chemical and biological defense RDA programs. In addition and because of the timing of the transfer of program responsibility from Army to OSD, I assisted the Army RDA secretariat as the senior medical staff officer for medical chemical and biological defense.

On the OSD staff, I acted as the medical principal for OATSD(NCBP) in IPRs (in process reviews) and IPTs (integrated product teams) leading to Defense Acquisition Board (DAB) review of the biological vaccine program and the

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Chemical/Biological Defense Program DAB. Acted as the medical subject matter expert and provided expert advise, analyses and drafted information papers for ATSD(NCBP) and DEPSECDEF (e.g., chemical incidents in Operations Desert Storm and Persian Gulf Illness). Worked with Joint Staff (OJCS) and Assistant Secretary of Defense (Health Affairs) principals to develop Department positions on medical issues. Prepared draft DoD press releases. Prepared presentations and presented medical requirements for medical chemical/biological defense to U.S. House of Representatives and U.S. Senate professional staff on defense authorizations and appropriations resulting in favorable 1996 appropriations for medical programs. Developed OSD budget allocation position for DATSD(CBM). Developed narrative OSD POM Guidance for FY96-03 mini-POM. Developed OSD-PBD implementation plan for integration of medical and non-medical program processes.

For the Army RDA secretariat, I developed numerous DA positions on program planning issues, budget issues and program accomplishments. I provided the medical analyses used to issue the Program Budget Decision (PBD) on program transfer to OSD. I developed Fiscal Year 1998-03 POM for medical programs. Developed and coordinated issues to obtain funding for medical collective protection advanced development and procurement programs. Developed and defended 1997 BES and acted as principal staff for POM-to-budget issues. Served as DA expert in OASD(HA) effort to develop the program to identify military personnel reporting Persian Gulf Illness. Advised OASD(HA) principals responsible for oversight of medical scientific programs in matters as diverse as animal/human use and biochemical studies of chemical warfare agent poisoning.

4/94 - 11/94

Job Title: Department of the Army Principal, ASBREM Committee Medical RDA-21 Study Office
GS Series/Grade: Biological Scientist/GS 401-14
Employer: ODDR&E, Armed Services Biomedical Research Evaluation and Management (ASBREM) Committee and HQ, U.S. Army Medical Research and Materiel Command, Ft. Detrick, MD

Description of duties and accomplishments:

The Armed Services Biomedical Research Evaluation and Management (ASBREM) Committee, chaired by the Director, Defense Research and Engineering (DDR&E), chartered a Medical RDA-21 Study Office in the spring of 1994. The office was established in Headquarters, U.S. Army Medical Research and Materiel Command and was comprised of representatives of the three Services. The Service principals were charged with the task of analyzing 'cross-service options' for consolidation of medical research, development and acquisition (RDA) functions under a single tri-service organization. My duties as Army Representative included: developing the executive/management structure options for consolidation; representing the Army's interest in medical RDA; chairing tri-service study groups and meetings, developing briefings on Medical RDA-21 for HQDA and OSD Principals; staffing Medical RDA-21 study results with senior officials of the Army, Navy and Air Force; developing a draft DoD Directive on ASBREM Committee structure and functions; developing a draft DoD Directive on an Armed Forces RDA Agency (AFMRDA); developing draft memoranda from DEPSECDEF to DoD Component Principals; providing an in depth analysis of the Army laboratory TDA structure which was utilized for the savings analysis and the AFMRDA "three pillar" structure and function proposal; and, initiated contacts with Army Staff principals, as needed, to obtain ARSTAF positions on the AFMRDA preferred structure option. The study report was delivered to the ASBREM Committee on-time in November 1994 and resulted in ASBREM Committee and Service Acquisition Executive concurrence to proceed with detailed planning for implementation. A memorandum to that effect was signed by the DDR&E and sent to the Service Secretaries in December 1994. The AFMRDA proposal is, to date, the only fully developed plan for cross-service laboratory consolidation. While final decision is still pending from DoD leadership, this study may be used as the basis for the 1998 Section 912 study of the medical functional area. I received the Superior Civilian Service Award for this work.

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9/90 - 4/94

Job Title: - **Chief of Research Operations**
GS Series/Grade: Supervisory Biological Scientist (GS 401-14)
Employer: US Army Medical Research Institute of Chemical Defense,
Aberdeen Proving Ground, MD

Description of duties and accomplishments:

As the Chief of Research Operations, I managed three subordinate organizational elements (Program and Contract Management Branch, Information Management Branch, and Safety & Chemical Operations Branch) and a Division office staff of 3 professionals and 1 secretary. Total staff under supervision was 31 (28 civilians and three military officers).

As the senior research operations advisor to the Commander, I was responsible for strategic science and technology planning and the overall management of the Institute's research programs (intramural, extramural, and foreign technology base research). My day-to-day Institute-wide responsibilities encompassed the full range of research support (exclusive of Institute-wide logistics and facility operations) including: laboratory safety, occupational health, Nuclear Regulatory Commission (NRC) radiation protection program, chemical surety operations, environmental compliance, contracts management, automation systems management (all computer assets including central computer facility), records/forms management, mailroom operations, operations and maintenance of the Wood Technical Library, technology transfer (domestic and foreign), patents, Institute public affairs, Federal Laboratory Consortium activities, management and research programs analyses, Institute graphics support facility, foreign research program liaison activities, and research quality assurance. I was responsible for execution of a Division budget of >\$4.5 million. As an Institute scientist, I served as a member of the Institute's animal care and use committee (IACUC) and as a technical reviewer on research proposals. My duties included developing and defending recommendations to the Institute Commander on the approval or disapproval of all research proposals and research publications. Finally, I monitored/administered R&D contracts with an aggregate annual budget of >\$18 million.

I was responsible for the establishment of a model Program and Management approaches to DoD Science & Technology including: a contract management program recognized as the model for integrating University and private sector effort with the government's intramural capabilities; a safety program recognized by Department of the Army Inspector General as a model in Department of Defense for chemical surety agent operations in a laboratory setting, a research program support approach that is a model within the Army Medical R&D Command (included full integration of state-of-the-art automated program management tools), and Institute information management system that empowered employees while reducing annual support costs by 50%, saving >\$800K per year.

I integrated and coordinated the Institute's intramural and extramural technology base medical research program (Institute staff ~ 210; 50 Principal Investigators; 6 functional Divisions). As special staff to the Institute Commander, I provided oversight of International programs (i.e., National leader of NATO Research Study Group 3 under NATO Panel 8 and Technical Panel 1 of the TTCP), public affairs, technology transfer activities, medical intelligence activities, research protocol review (quality assurance, animal use, scientific), research publication review, research contract and support contract monitoring, chemical surety program, safety and occupational health programs (OSHA and NIOSH), environmental (i.e., NEPA, CRCLA, RCRA) compliance, and radiation protection programs. I performed a variety of inter-Agency coordination functions to achieve the best, most responsive research program with no duplication. I conducted two omnibus program reviews each year which serve as decision points for future research programs. I organized and executed an International Scientific Symposium (~200 scientists) every other year for the purpose of bringing all current science to the attention of scientist and manager alike. I served as a scientist reviewer on review panels for protocols and publications. As time permitted, I collaborated with Institute scientists on research projects resulting in publications.

For the work and contributions during my assignments as Chief of Research Operations, I received Commander's Award for Civilian Service with One Oak Leaf, the Achievement Medal for Civilian Service with one oak leaf, and The Army

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Medical Department Order of Military Medical Merit.

3/90 - 9/90

Job Title: Technology Staff Officer (Chemical and Biological Defense Programs)
GS Series/Grade: Supervisory Biological Scientist, [GS 401-13]
Employer: Office of the Deputy Assistant Secretary of the Army (Research & Technology),
The Pentagon.

Description of duties and accomplishments:

I was the Department of the Army Technology Staff Officer responsible for chemical and biological defense technology base programs under the leadership of Mr. George Singley. I was responsible for SARDA staff actions for both the medical and non-medical chemical/biological defense programs (i.e., coordination and integration of the Department of the Army technology base research program in chemical and biological defense). Programs in medical research and, in general, Army materiel research were reviewed, examined, summarized, and defended in a variety of offices within the Army and the Office of the Director, Defense Research and Engineering (ODDR&E). For the medical aspects of the program, I worked closely with the Director of Life and Environmental Sciences, ODDR&E to establish a responsible and effective program. I was responsible for budget building activities for the President's Budget Submission as well as planning, programming, and budgeting (PPBES) for the following six years (POM build). Participated in all aspects of the POM -budget cycle. Analyzed Congressional (including GAO) inquiries, Public Affairs and Freedom of Information Act requests and drafted Army positions on the issues. Acted as subject matter expert (SME) in medical and non-medical issue analyses. Represented Department of Army position to subordinate elements (Major Command and Major Subordinate Command) and to Office of the Secretary of Defense staff. Acted as Army technology base interface to other Army Secretariat and Army Staff offices (e.g., Army Safety Office, Assistant Secretary of the Army for Installations, Logistics, and Environment). Obtained staff concurrence on the Programmatic Environmental Impact Statement for the DoD Biological Defense Program. Was a key participant in the early medical planning for Operation Desert Shield. Acted on behalf of the Office of the Surgeon General in medical chemical defense matters.

4/88 - 3/90

Job Title: Chief of Research Operations
GS Series/Grade: Supervisory Biological Scientist, [GS 401-13]
Employer: US Army Medical Research Institute of Chemical Defense, Aberdeen Proving
Ground, MD

Description of duties and accomplishments:

[Duties and accomplishments are included in the position description (9/90-9/94) above.]

9/86 - 4/88

Job Title: Chief of Programs and Contract Management
GS Series/Grade: Supervisory Biological Scientist, [GS 401-13]
Employer: US Army Medical Research Institute of Chemical Defense, Aberdeen Proving
Ground, MD

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Description of duties and accomplishments:

As the Chief of Programs and Contract Management, I provided leadership and management of a Institute Branch with work in two functional areas: extramural contract program and the intramural science and technology program.

Extramural program management. Responsible for managing and executing the Division's/Institute's responsibilities in contract management for the U.S. Army medical chemical defense research program's intramural and extramural contract program. Conducted oversight and management of a portfolio (varied from 50-75 per year) of research contracts with domestic and foreign Universities, private laboratories (commercial) and public laboratories. Executed technical close-out of >350 research grants and contracts (awarded from 1980 through 10/86) within the first ~ 12 months of assuming the position. Administered Medical Chemical Defense Research Program Source Selection and Evaluation Boards (SSEBs) and associated technical/peer review panels. Responsible for assessing contractor compliance with the technical scope within applicable Federal Acquisition Regulations (FARs). Appointed by the USAMRDC Commanding General as an AMLO (Acquisition Management Liaison Officer) to the Principal Assistant Responsible for Contracting (PARC) and served as the AMLO for the Medical Chemical Defense Research Program. Conducted scientific peer reviews of contract proposals, generated scopes of work, authored several RFPs (requests for proposals), organized and participated in source selection boards, edited contract language, performed pre- and post award site visits, and conducted contract close out activities. Responsible for the Institute's participation in the Army Research Office (ARO) contract program and the Small Business Innovation Research (SBIR) Program. Responsible for the Institute's ILIR Program.

Intramural programs management. Managed compliance of the 50 Institute scientists with intramural program objectives and policies. Drafted and oversaw research execution policies. Developed the "Institute Programs Management Information System" database on a VAX system utilizing ORACLE database environment. Responsible for annual reporting of Institute and contractor scientific progress via the DD Form 1498 submission to DTIC (Defense Technical Information Center). Provided International scientific meeting coordination for both NATO Panel and TTCP venues. As time permitted, collaborated on individual research projects resulting in publication of results. I was competitively selected to Department of Army program in Logistics and Acquisition Management (LOGAMP). I acted as a Department of Army subject matter expert (SME) in the areas of neurotoxicology and neuroanatomy. I acted as a SME on Lab Animal Care and Use review boards. Supervised 11 staff including one military officer.

8/81 -- 9/86

Job Title: **Research Team Leader and Principal Investigator**
GS Series/Grade: Supervisory Research Physiologist, **GM 413-13**
Employer: US Army Medical Research Institute of Chemical Defense, Aberdeen Proving Ground, MD

Description of duties and accomplishments:

As Research Team Leader, I provided scientific direction to and managed a team of scientists (2 permanent GS employees), technicians (4 permanent GS employees), and students (4) with a Department of Army Research mission of applying basic medical research to the problems of chemical warfare agent poisoning with a focus on the nervous system affects. I was responsible for a Team budget of ~\$750,000 per year. The multifaceted nature of the chemical agent poisoning problem required extensive coordination of the Team's efforts with other Institute Investigators, other government agency research teams, and research contractors. Acted as contracting officer's representative (COR) on multiple research contracts valued at more than \$1,000,000 per year. I was a subject matter expert (SME) peer reviewer on contract proposal submissions under the Agency's Broad Agency Announcement (BAA). I developed Requests for Proposals (RFPs) for research and infrastructure support, and monitored/closed out resulting contracts. I developed Small Business Innovation Research (SBIR) Proposals to leverage industry expertise for Team research goals. I acted as peer reviewer for the National Science Foundation (NSF) grant program. I acted as Army expert in review panels for

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acquisition milestone decisions on new drug developments and in presentations to international Defense research groups (NATO Research Study Group; The Technical Cooperation Program). Acted as the local representative to the national Neuroscience Society. . Served as member and neuroscience expert on the (Institutional) Laboratory Animal Care and Use Committee (LACUC). Served as a National Research Council (NRC) Fellow Advisor. Participated as a team member in the Institute's reorganization study which resulted in a top-down reorganization in late 1985.

As a Research Principal Investigator, I uncovered the neuroanatomical basis and physiological cause of nerve agent induced lethality. I was responsible for the design of both specific experiments and a program of experiments under the umbrella of broader basic and applied research projects. I managed a research laboratory utilizing state-of-the-art neuroscience research technologies. I designed, submitted, defended and executed 5 year scientific plans and single scientific protocols. I established new neuroscience technology capabilities for the Institute such as brain slice electrophysiology, brain ultrastructure, and neuro-autoradiography. I published results from studies and presented seminars/technical summaries on study results at national and international scientific meetings as well as to government sponsored reviews/meetings. In addition, I designed and setup two new research laboratories; acted as peer reviewer on contract proposals and served on contract source selection boards; acted as peer reviewer on in-house scientific proposals; served as member and neuroscience expert on the Institutional Animal Care and Use Committee (IACUC) and served as a National Research Council Fellow Advisor. I reviewed NSF grants as a SME in the medical sciences.

3/79 – 8/81

Job Title: Research Associate and Staff Scientist
GS Series/Grade: Supervisory Research Physiologist, GM 413-13
Employer: Stanford University Medical Center, Department of Neurology, Stanford, CA

Description of duties and accomplishments:

I was responsible for neuroanatomical and neurophysiological studies of demyelinating disease under grant and contract with the NIH and the Multiple Sclerosis Society. I developed and managed a new electron microscopy laboratory in the Palo Alto Veterans Administration Medical Center which was an affiliate of the Stanford Medical School. I conducted basic research in the medical sciences and published findings of research, and presented findings at various national/international professional scientific meetings. Acted as a peer reviewer for NSF and NIH grants. Supervised two laboratory technicians.

12/76 – 3/79

Job Title: NIH Postdoctoral Fellow in Neuroscience
Employer: Brown University, Dept of Biological and Medical Sciences, Providence, R.I.

Description of duties and accomplishments:

I carried out primary scientific experiments to define and understand the structure and function of brain areas related to the sensation of touch and skeletal motor function. In addition, I was a member of a multidisciplinary team which attempted to develop the first cybernetic (software) model of vision. I published scientific articles and presented the science at national and international professional meetings of scientists.

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8/71 – 12/76

Job Title: Graduate Student and NIH Predoctoral Fellow
Employer: Duke University, Dept of Psychology, Durham, N.C.

Description of duties and accomplishments:

I designed and carried out primary scientific experiments to define and understand the structure and function of brain areas related to auditory, visual, skin sensory and skeletal motor functions. In addition to my primary research, I worked with and supported several medical psychology research teams interested in the human factors of visual perception of motion and the perception of taste. I published scientific articles and presented scientific data at national and international professional meetings of scientists.

10/68 – 7/71

Job Title: Nike Hercules Fire Control Maintenance Specialist
Employer: Department of the Army

Description of duties and accomplishments:

I repaired the suite of fire control radars in a front line Nike Hercules Battery in Germany. I graduated 1st in the 1968-69 class at the Ft. Bliss Nike Hercules Fire Control Maintenance School. (b)(6) as the enlisted member of the nuclear weapons arming team. The experience with state-of-the-art electronics carried over to my graduate work in neuroscience.

5/68 – 9/68

Job Title: Research Psychologist
Employer: Callier Hearing and Speech Center, Dallas, TX

Description of duties and accomplishments:

I was a support researcher on a team of senior scientists attempting to discover fundamental knowledge in auditory physiology with the goal of providing hearing impaired individuals with hearing organ prosthetics. The team conducted an array of research spanning the spectrum of the human factors involved in hearing to the brain physiology of that sensory modality. It is gratifying to know that the early vision of researchers like those on my Callier team now allow otolaryngologists to offer inner ear prosthetics to certain categories of deaf people.

SCIENTIFIC ACCOMPLISHMENTS
DETAILED

OPEN LITERATURE REPORTS (peer-reviewed)

1. Foster, R.E. and W.C. Hall 1975 The connections and laminar organization of the optic tectum in a reptile (*Iguana iguana*). *J. Comp. Neurol.* 163:397-426.
2. Hall, J.A., R.E. Foster, F.F. Ebner and W.C. Hall 1977 Visual cortex in a reptile, the turtle (*Pseudemys scripta* and *Chrysemys picta*). *Brain Res.* 130:197-216.
3. Foster, R.E. and W.C. Hall 1978 The organization of central auditory pathways in a reptile, *Iguana iguana*. *J. Comp. Neurol.* 178:783-832.
4. Waxman, S.G. and R.E. Foster 1980 Ontogenesis of the axon membrane during development of myelinated fibres in spinal nerve roots. *Proc. Roy. Soc. Lond. (B)* 209:441-446.
5. Foster, R.E., J.D. Kocsis, R. Malenka and S.G. Waxman 1980 Lysophosphatidyl choline-induced demyelination in the rabbit corpus callosum. Electron- microscopic observations. *J. Neurol. Sci.* 48:221-231.
6. Waxman, S.G. and R.E. Foster 1980 Ionic channel distribution and heterogeneity of the axon membrane in myelinated fibers. *Brain Res. Reviews* 2:205-234.
7. Foster, R.E., C.C. Whalen and S.G. Waxman 1980 Reorganization of the axon membrane in demyelinated peripheral nerve fibers: morphological evidence. *Science* 210:661-663.
8. Black, J.A., R.E. Foster and S.G. Waxman 1981 Freeze-fracture ultrastructure of rat C.N.S. and P.N.S. nonmyelinated axolemma. *J. Neurocytol.* 10:981-993.
9. Foster, R.E., J.P. Donoghue and F.F. Ebner 1981 Laminar organization of efferent cells in the parietal cortex of the Virginia opossum. *Exp. Brain Res.* 43:330-336.
10. Waxman, S.G., J.D. Kocsis and R.E. Foster 1982 Impulse initiation in spinal neurons: cytochemical demarcation of the trigger zone, development of special regions, and determinants of inter-spike intervals. *IN Abnormal Nerves and Muscles as Impulse Generators*, W. Culp and J. Ochoa eds., Oxford University Press, pp. 211-235.
11. Waxman, S.G., J.A. Black and R.E. Foster 1982 Freeze-fracture heterogeneity of the axolemma of premyelinated fibers in the CNS. *Neurology* 32:418-421.
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22. Bigbee, J.W. and R.E. Foster 1989 Freeze fracture analysis of the axolemma of cultured dorsal root ganglion neurons in the absence of Schwann cells. *Brain Res* 494: 182-186.

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1. Foster, R.E. 1983 The effects of pyridostigmine bromide on the rat diaphragm. Morphological observations. TTCP-E/TP-1 Mtg. Paper.
2. Rickett, D.L., J.F. Glenn, R.E. Foster, R.K. Traub and E.T. Beers 1984 Differentiation of medullary and neuromuscular actions of nerve agents. In: Proceedings of the Symposium on Respiratory Care of Chemical Casualties. USAMRDC Special Report #P-27-84, pp. 151-171.
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6. Hudson, C.S. and R.E. Foster 1984 Ultrastructural pathology in mammalian skeletal muscle following acute and subacute exposure to pyridostigmine. Studies on dose-response and recovery. Proceedings of the 4th Annual Chemical Defense Bioscience Review, p. 131-171.
7. Adler, M., D. Maxwell, R.E. Foster, S.S. Deshpande and E.X. Albuquerque 1984 Subacute and acute effects of pyridostigmine bromide on skeletal muscle contractility and neuromuscular transmission. Proceedings of the 4th Annual Chemical Defense Bioscience Review, p.173-192.
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10. Foster, R.E. 1986 Final Report - The effects of pyridostigmine on nerve and muscle cells of the rat and guinea pig. Phase I. USAMRICD Protocol No. 1-05-2-03-A-073.
11. Foster, R.E. 1986 Final Report - A descriptive study of the effects of soman and sarin on the anatomy of peripheral secretory cells in the rat. USAMRICD Protocol No. 1-03-83-000-215.
12. McMaster, S. and R.E. Foster 1987 Effects of physostigmine on behavioral performance and exercise in the rat. Proceedings of the Sixth Medical Chemical Defense Bioscience Review, p. 629- 631.
13. Chang, F.-C.T., R.E. Foster, E.T. Beers, D.L. Rickett, and M.G. Filbert 1987 Neurophysiological concomitants of soman-induced respiratory failure in awake, behaving guinea pigs. Proceedings of the Sixth Medical Chemical Defense Bioscience Review, p. 583-586.
14. Chang, F-C.T., R.E. Foster, E.T. Beers, D.L. Rickett, and M.G. Filbert 1989 Electrophysiological correlates of soman-induced respiratory failure in unanesthetized, freely behaving guinea pigs. Proceedings of the Seventh Medical Chemical Defense Bioscience Review, p. 167.
15. Chang, F-C.T., B.J. Benton, and R.E. Foster 1990 Central and peripheral cardiorespiratory effects of tetrodotoxin (TTX) in urethane-anesthetized guinea pigs. Proceedings of the Army Science Conference, Durham, N.C.

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SCIENTIFIC MEETING PAPERS

1. Foster, R.E., M. Lymberis and W.C. Hall 1973 The laminar organization of projections from the optic tectum in a reptile. *Anat. Rec.* 175:322.
2. Foster, R.E. 1974 The ascending brainstem auditory pathways in the reptile, Iguana iguana. *Anat. Rec.* 178:357.
3. Foster, R.E. and T.L. Peele 1975 Thalamocortical auditory pathways in the lizard, Iguana iguana. *Anat. Rec.* 181:530.
4. Foster, R.E. 1975 Afferent and efferent connections of the cerebellum in a reptile, Iguana iguana. *Neurosci. Absts.* 1:214.
5. Foster, R.E., J.A. Hall and F.F. Ebner 1976 Visual cortex in turtle (*Pseudemys scripta* and *Chrysemys picta*). *Anat. Rec.* 184:40.
6. Ebner, F.F., J.P. Donoghue, R.E. Foster and B.N. Christensen 1976 The organization of opossum sensory-motor cortex. *Neurosci. Absts.* 2:135.
7. Foster, R.E. and F.F. Ebner 1977 Interhemispheric connections between the neocortical forepaw representations in the Virginia opossum. *Neurosci. Absts.* 3:67.
8. Foster, R.E. and F.F. Ebner 1978 Synaptic reorganization in the adult neocortex. *Neurosci. Absts.* 4:74.
9. Foster, R.E. and J.P. Donoghue 1979 Ipsilateral corticocortical connections of the SI forepaw area in the parietal cortex of the Virginia opossum (*Didelphis virginiana*). *Anat. Rec.* 193:540.
10. Kocsis, J.D., S.G. Waxman, R.E. Foster and K.C. Nitta 1979 Lysophosphatidyl choline-induced demyelination in the rabbit corpus callosum. *Neurosci. Absts.* 5:846.
11. Foster, R.E. and S.G. Waxman 1980 Differentiation of the axon membrane during development of myelinated fibers in spinal nerve roots. *Anat. Rec.* 196:57a.
12. Foster, R.E., B.W. Connors and S.G. Waxman 1980 Development of conduction in rat optic nerve: Physiological and pharmacological observations correlated with myelination. *Neurosci. Absts.* 6:291.
13. Foster, R.E., C.C. Whalen, L.P. Weiner and S.G. Waxman 1980 Structural reorganization of axon membrane following demyelination. *J. Cell Biol.* 87:68a.
14. Black, J.A., R.E. Foster and S.G. Waxman 1980 Freeze-fracture ultrastructure of adult and developing optic nerves. *Anat. Rec.* 199:27A.
15. Rickett, D.L., N.L. Adams, R.E. Foster, J.F. Glenn, W.T. Gregory, T.C. Randolph and R.K. Traub 1982 Acute sarin toxicity: comparison of central nervous system and neuromuscular effects. *Neurosci. Absts.* 8:558.
16. Black, J.A., R.E. Foster and S.G. Waxman 1982 Freeze-fracture ultrastructure of developing and adult rat retinal ganglion cell axon membrane. *Neurosci. Absts.* 8:694.
17. Adler, M., G.J. Pascuzzo, D. Maxwell, J.F. Glenn and R.E. Foster 1983 Diisopropylfluorophosphate alters nicotinic transmission in NG108-15-myotube co-cultures. *Neurosci. Absts.* 9:1138.
18. Beers, E.T., R.E. Foster, J.F. Glenn, N.L. Adams, A.V. Finger, T.C. Randolph and D.L. Rickett 1983 Comparison of central nervous system and neuromuscular effects of acute infusion of Tabun or VX. *Neurosci. Absts.* 9:1164.
19. Adler, M., R.E. Foster, D. Maxwell and J.F. Glenn 1983 Effect of DFP on synaptic transmission in neuroblastoma-myotube co-cultures. *Dynamics of Cholinergic Function*, Oglebay Park, W.Va.
20. Foster, R.E. and C.S. Hudson 1983 The effect of pyridostigmine bromide on the morphology of the rat diaphragm. *J. Cell Biol.* 97:237a.
21. Deshpande, S.S., M. Adler, R. Foster and E.X. Albuquerque 1984 The effect of chronic pyridostigmine administration on the skeletal muscle contractile strength. *Proc. IUPHAR 9th International Congress of Pharmacology*.
22. Pindzola, R.R. and R.E. Foster 1984 Cytoarchitecture, histochemical and Golgi studies of the cells in the region of the brachium conjunctivum of the guinea pig. *Neurosci. Absts.* 10:845.
23. Deshpande, S.S., M. Adler, R.E. Foster, E. Toyoshima and E.X. Albuquerque 1984 Effects of acute and subacute administration of pyridostigmine (PYR) on muscle contractility and neuromuscular transmission. *Neurosci. Absts.* 10:207.
24. Hudson, C.S. and R.E. Foster 1984 Presynaptic effects of pyridostigmine on the neuromuscular junction of the rat diaphragm. *J. Cell Biol.* 99:23a.
25. Benardo, L.S. and R.E. Foster 1985 Intrinsic oscillatory behavior in inferior olive cells from guinea pig: its origin and modulation. *Neurosci. Absts.* 11:1027.
26. Pindzola, R.R., K.R. Olson and R.E. Foster 1985 Acetylcholinesterase distribution and anti-cholinesterase binding in

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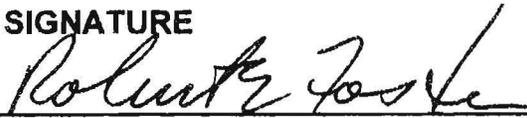
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- the brain of guinea pig. Neurosci. Absts. 11:371.
27. Foster, R.E., K.R. Olson, J.H. Clark, C.A. Broomfield, D.E. Lenz and C.N. Lieske 1986 Histological fixatives and cholinesterase enzyme activity. Neurosci Absts. 12:905.
 28. Peterson, B.E. and R.E. Foster 1986 The neurons of the inferior olive in Guinea pig. Neurosci. Absts. 12:1547.
 29. Chang, F-C.T. and R.E. Foster 1986 Medullary inspiratory-related unit discharge patterns in awake, behaving guinea pigs. Neurosci. Absts. 12:305.
 30. Chang, F-C.T., R.E. Foster, T.J. Kerns, E.T. Beers, D.L. Rickett, and M.G. Filbert 1987 Soman-induced changes in medullary respiratory-related unit discharges and diaphragmatic EMG in awake, behaving Guinea pig. Neurosci. Absts. 13:322.
 31. McMaster, S.B. and R.E. Foster 1987 Behavioral and morphological studies of the interaction between exercise and physostigmine. Neurosci. Absts. 13:1714.
 32. Chang, F-C.T., R.E. Foster, and R. Olaya 1988 Pentobarbital-induced changes in medullary respiratory-related unit discharge patterns and diaphragm EMG in chronically instrumented guinea pigs. Neurosci. Absts. 14:541.

APPLICANT CERTIFICATION

I certify that to the best of my knowledge and belief, all information on and attached to this application is true, correct, complete and made in good faith. I understand that false or fraudulent information on or attached to this application may be grounds for not hiring me or for firing me after I begin work, and may be punishable by fine or imprisonment. I understand that any information I give may be investigated.

SIGNATURE



DATE SIGNED



(b)(6)

JUAN M. GARCIA III

(b)(6)

EDUCATION	HARVARD LAW SCHOOL <i>Cambridge, MA, Juris Doctorate, 1992</i>	
	JOHN F. KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY <i>Cambridge, MA, Masters Public Policy, 1992</i>	
	UCLA <i>Los Angeles, CA, Bachelor of Arts, 1988</i>	
MILITARY	COMMANDER <i>U.S. Navy</i> Thirteen years active duty, four years select reservist.	<i>Current</i>
	NAVAL AVIATOR <i>U.S. Navy</i> Currently Commanding Officer of Naval Reserve Squadron VF-26, Corpus Christi, TX. Over 2,500 flight hours in Naval aircraft. Multiple deployments to Persian Gulf and Kosovo. Tours at the Pentagon (Office of Legislative Affairs, Bureau of Naval Personnel).	<i>1992 Current</i>
GOVERNMENT	MEMBER, TEXAS HOUSE OF REPRESENTATIVES <i>House District 32</i> Represents Naval Air Station Corpus Christi and Naval Air Station Ingleside. Member of Defense Affairs and Federal Installations Committee.	<i>Current</i>
PROFESSIONAL	HARTLINE DACUS BARGER DREYER & KERN, L.L.P. <i>Attorney</i> <i>Corpus Christi, TX</i>	<i>Current</i>
	TEXAS LYCEUM <i>Director</i>	<i>Current</i>
	WHITE HOUSE FELLOW <i>Washington, DC</i>	<i>1999-2000</i>
CAMPAIGN	OBAMA FOR AMERICA <ul style="list-style-type: none">• First elected official in Texas to endorse President-elect Obama (in a 65th GOP District: http://blog.texasforobama.com/showDiary.do?diaryId=142).• Travelled to Iowa to help campaign for Caucus (http://www.youtube.com/watch?v=BjYn0AKoEok).• Federal limit contributor• Obama National Latino Leadership Team member• Introduced President-elect Obama at campaign events in Austin, San Antonio and Corpus Christi, TX.• Harvard Law School classmate of President-elect Obama.	

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JACQUELINE GARRICK, LCSW-C, BCETS

(b)(6)

Summary of Qualifications:

A senior policy analyst with experience as an advocate and strategic planner who has supervised and managed multiple projects. A clinical social work background with military service, Congressional experience, and international recognition for publications and presentations. Extensive experience and expertise in:

- * Veterans' Benefits Outreach
- * Healthcare Oversight
- * Policy Development
- * Program Evaluation

Education & Training:

The Johns Hopkins University School of Public Health, Washington, DC
Temple University, Philadelphia, PA, *Master of Social Work Degree (MSW)*
(Interned at the VA Medical Center, Coatesville, PA)
Temple University, Philadelphia, PA, *Bachelor of Social Work Degree (BSW)*
Nassau Community College, Garden City, NY, *Associate of Arts Degree (AA)*

Presented at and attended numerous professional development conferences on trauma treatment and other mental health issues, as well as on leadership, strategic planning, performance monitoring, customer satisfaction, writing, and public relations seminars in the United States, Europe, and the Middle East.

Work Experience:

House Committee on Veterans' Affairs, Washington, DC **2007-Current**
Professional Staff Member, Disability Assistance & Memorial Affairs Subcommittee
Arrange hearings and site visits, analyze policy, screen witnesses, and write statements. Investigate veterans' disability issues and draft bill language. Assist in casework.

Veterans' Disability Benefits Commission, Washington, DC **2005-2007**
Senior Policy Analyst
Conducted policy analysis regarding veterans' disability benefits, quality of life, and military transition. Authored reports, papers, Congressional testimony, and provided presentations. Created final report outline and text. Arranged and prepared Commission meetings, and site visits. Supervised four research assistants and three interns.

FAR Group & Resilient Press, Silver Spring, MD **2002-2005**
President, Consultant, Publisher
Provided supportive services to government, private, and non-profit organizations in areas of health and welfare, public affairs, policy analysis, legislative initiatives, strategic planning, communications, event coordination, program evaluation, networking, outreach, fundraising, and training. Published two health-related books; one on trauma treatment, and the other on weight loss.

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Health Net Federal Services, Arlington, VA

2004-2005

Clinical Director

Organized mental health programs and outreach for Defense Department. Managed programs and dozens of consultants working internationally. Provided guidance and oversight of policy development, quality assurance, outreach, networking, and training. Screened clinicians for placement in monthly assignments overseas.

The American Legion, Washington, DC

1996-2002

Deputy Director, Health Care

Oversaw healthcare policy issues as the organization's spokesperson. Provided reports, documentation, policy review, analysis, and testimony for the membership, VA, and Congress. Supervised a team of VA hospital evaluators and a Persian Gulf Task Force. Developed strategic plans and unit budget. Assisted disabled veterans with various health, welfare, and benefits concerns. Consulted for several VA Committees. Field Instructor for Howard University students.

US Army, Walter Reed Army Medical Center, Washington, DC

1992-1995

Social Work Officer (Captain) Chief, Inpatient Psychiatry, Assistant Chief, Medical/Surgical Branch

Provided psychosocial assessments for inpatients and Gulf War veterans. Facilitated psychotherapy and discharge planning. Assisted transitioning soldiers with housing, PTSD, employment, and aftercare. Participated in casualty drills. Conducted peer review chart audits for quality improvement. Supervised 3 social workers (GS12), 2 soldiers, and MSW/BSW students. Managed continuing education program for 30 social workers and oversaw unit budget.

Vietnam Seminars and Consulting, Coram, NY

1991-1992

Writer, Lecturer

Wrote and produced a 12-step manual, "A Self-Help Program for Afghanistan War Veterans." Raised funds for the project. Coordinated and led lecture series based on the manual in the former Soviet Union cities of St. Petersburg, Moscow, and Kiev.

Vietnam Veterans Resource Center, Hicksville, NY

1986-1990

Program Director

Administered grants and budget obtained from New York State. Conducted quarterly reviews for quality assurance. Supervised clinical interventions and assigned cases. Field supervisor for two universities. Provided psychotherapy to Vietnam veterans and their families. Directed an incarcerated veterans' program. Presented forensic testimony. Assisted veterans in obtaining employment, housing, education, medical care, and VA benefits. Conducted community outreach and educational initiatives.

Professional Certifications and Affiliations:

Licensed Certified Social Worker Clinical (LCSW-C) Association of Social Work Boards
**Board Certified Expert in Traumatic Stress (BCETS)*, American Academy of Experts in Traumatic Stress

**Academy of Certified Social Workers (ACSW)*, National Association of Social Workers