

DEFENSE BUSINESS BOARD

Alan R. Schwartz
Principal, PolicyFutures, LLC

Professional Experience

Strategic planning services for the U.S. Government and the private sector, focused on terrorism, national security, and intelligence issues (1998-present).

- Principal, PolicyFutures, LLC. Providing strategic planning advice, including the use of multiple scenario analysis and policy risk assessments; workshop facilitation; and instruction in analytic tools and techniques (1998-present).
- Member, Board of Directors, Mind Fitness Training Institute, LLC (2009- present)
- Consultant, Pherson Associates, LLC. Providing analytic training and workshop facilitation for the FBI and components of the Intelligence and Defense Communities (2004-present).
- Consultant, National Academy of Science, Division of Behavioral and Social Sciences and Education (DBASSE) (various)
- Consultant, U.S. Department of Homeland Security (2004-present).
- Consultant, U.S. Department of Defense Business Board (2008-2010, 2013).
- Member (2002-2007), Consultant (2000-2002), U.S. Army Science Board; Information Operations Study Panel (2005-2006); Directed Energy Weapons Study (2004); Chair, Interface Panel, Force Protection Summer Study (2003).
- U.S. Department of Defense Science Board: Strategic Technology Planning Panel, 21st Century Strategic Technology Vectors Summer Study (2006) Interagency Integration Panel, Transformation Summer Study (2005); Intelligence Panel, Transition to and from Hostilities Summer Study (2004); Task Force on Vulnerabilities Assessment (2001).
- Adjunct Professor, Georgetown University's Public Policy Institute (2007-2010).
- Consultant, Maritime Domain Protection Task Force, Naval Postgraduate School (2003-2004).

Senior Member and Member of Board of Directors, Hamilton Securities Group, Inc. Responsible for U.S. analytical services and products for this financial advisory services firm (1994-1997).

Chief Operating Officer and Vice President for Policy and Implementation, New American Schools Development Corporation. Managed daily operations of this non2 profit corporation founded by America's largest corporations to fund innovative school reform programs (1992-1993).

Counselor, Alaska Natural Gas Transportation System, Office of the Federal Inspector, U.S. Department of Energy. Provided legal and policy advice to the Federal Inspector, appointed by the President to coordinate federal permitting for the construction of a 4800-mile pipeline to bring North Slope natural gas to the lower 48 states. (1990-1992).

Counsel, President's Commission on Aviation Security and Terrorism. Investigated and evaluated aviation security, consular, and counter-terrorism policies and practices for the Commission created by the President to examine the bombing of Pan American Airways Flight 103. Developed and presented policy options and recommendations for Chairman Ann

McLaughlin Korologos and the seven member Commission and drafted/edited Report to the President. Advised House and Senate Committees on the Aviation Security Improvement Act of 1990 (1989-1990).

Partner, Nash, Railsback & Plessner. Represented and provided advice to corporate, government and individual clients in business planning and negotiations, in litigation and before regulatory agencies and Congress—focusing on government information policies, biotechnology, consumer product and energy regulation, antitrust, intellectual property and federal administrative law (1983-1988).

Deputy General Counsel, National Cooperative Bank. Provided legal and policy advice to the Board of Directors and senior management of this Congressionally chartered non depository bank. (1982-1983).

Special Assistant to the General Counsel, U.S. Consumer Product Safety Commission. Advised the General Counsel on proposed regulatory and enforcement matters and represented the Commission in litigation, before Congress and OMB, and as U.S. delegate to an international working committee of the Organization for Economic Cooperation and Development (OECD) (1979-1981).

Ford Foundation Fellow/Staff Attorney, Georgetown University Law Center, Institute for Public Representation (1977-1978).

Law Clerk, Honorable Stanley S. Brotman, U.S. District Court (D.N.J.) (1976-1977).

Publications and Presentations

“Scenarios for Sudan: Avoiding Political Violence Through 2011” (U.S. Institute of Peace Special Report 228 August 2009)

“Scenarios for the Insurgency in Iraq” (U.S. Institute of Peace Special Report 147 October 2006)

“Iraq Election Scenarios: Anticipating Alternative Futures” (U.S. Institute of Peace Special Report 142 July 2005)

“Companies need to learn about policy to recognize risk,” *Potomac Tech Journal*, July 24, 2000, pp. 17 & 22 (co-author with Stanley A. Feder).

“An Open Mind Helps You Meet the Future Head On,” *Potomac Tech Journal*, March 13, 2000, pp. 19 & 21 (co-author with Stanley A. Feder).

Panelist, Understanding and Preventing International Terrorism, Annual meeting of the American Association for the Advancement of Science (1992).

Presenter, Symposium on Terrorism and Security aboard International Airlines; Albany Law Journal of Science and Technology and Justice Jackson Lecture Series, Albany Law School (1992).

The Report of President's Commission on Aviation Security and Terrorism, submitted to the Thomas Jefferson Program in Public Policy: The Global Airline Industry: Future Directions, Future Policies, William and Mary College (November 9, 1990).

Analysis of Constitutional Due Process Requirements and U.S. Department of Defense Policies and Procedures for the Denial and Revocation of Security Clearances (report prepared under contract with the Department of Defense) (June 9, 1987).

Education

Georgetown University Law Center, LL.M. (administrative law) (1978)

University of Pennsylvania Law School, J.D. (cum laude) (1976)

State University of New York at Buffalo, B.A. (summa cum laude) (1973)