

1 June 2009

Full Biography of General Barry R. McCaffrey, USA (Ret.)

I. GENERAL:

General Barry R. McCaffrey is an Adjunct Professor of International Affairs at the United States Military Academy. He is also President of his own consulting firm based in Alexandria, Virginia. www.mccaffreyassociates.com He serves as a national security and terrorism analyst for NBC News. The Washington Speakers Bureau exclusively represents his speeches. www.washingtonspeakers.com

General McCaffrey graduated from Phillips Academy in Andover, Massachusetts and the U.S. Military Academy at West Point. He holds a Master of Arts degree in civil government from American University. He attended the Harvard University National Security Program as well as the Business School Executive Education Program.

In October 2004, General McCaffrey was elected by the Board of Directors of HNTB Corporation (www.hntb.com) where he also serves as the chairman for the company's federal business unit. In January 2008, General McCaffrey was elected to the HNTB Companies Board of Directors. He is the first outside director in the firm's 94 year history. HNTB Corporation is an employee-owned infrastructure firm known and respected for its work in transportation, tolls, bridges, aviation, rail, architecture and urban design and planning for federal, state and municipal clients. They are a one billion dollar sales organization.

He has been elected to: the Board of Directors of DynCorp International, CRC Health Corporation, Global Linguist Solutions, McNeil Technologies, Phoenix House Foundation and the Atlantic Council of the United States. He is also: a member of the Council on Foreign Relations; an Associate of the Inter-American Dialogue; a Principal for the Council on Excellence in Government; a member of the CSIS U.S.-Mexico Binational Council; Chairman of the Vietnam Veterans Memorial Education Center Advisory Board; a Senior Executive Associate for Army Aviation Association of America, a member of the Board of Advisors of the National Infantry Foundation; and an Advisor on the Senior Field Artillery Advisory Council- US Army Fires Center.

II. EDUCATION:

- Phillips Academy, Andover, Mass. (Secondary)
- USMA West Point, BS (General Engineer Studies)
- American University, MA (Civil Government)
- Harvard University
 - JFK School- - National Security Course
 - Business School -- Making Corporate Boards Work
- Western Behavioral Science Institute (Management and Strategic Studies)
- National Defense University (General Officer Strategic Course)

- U.S. Army War College (Strategic Studies)
- Command and General Staff College (Honor Graduate)
- Armor Advanced Course (Distinguished Graduate)
- Vietnamese Language Course -- Defense Language Institute (Honor Graduate)
- Center for Creative Leadership, Greensboro, N.C. (Leadership)
- Lifetime member of The Honor Society of Phi Kappa Phi (The nation's oldest, largest – more than 300 campuses, and most selective honor society for all academic disciplines.)

III: HONORS:

- NAACP Roy Wilkins Renowned Service Award, 1991 (Life member NAACP).
- State Department Superior Honor Award, 1992 (principal negotiation team for the START II Nuclear Arms Control Treaty).
- Admitted to the Council on Foreign Relations, 1993.
- Admitted as an Associate Member of the Inter-American Dialogue, 1995.
- Decorated by the governments of France, Brazil, Argentina, Colombia, Peru, and Venezuela.
- Norman E. Zinberg Award of the Harvard Medical School's Division on Addictions, 1997.
- Founders Award, The American Academy of Addiction Psychiatry, 1997.
- VFW -- Forty & Eight Annual Americanism Award, 1998.
- Community Anti-Drug Coalitions of America -- National Leadership Award, 1998.
- U.S. – Panama Business Council -- Friendship Award, 1998.
- National Drug Prevention League -- National Leadership Award, 1999.
- The National Association of Drug Court Professionals -- Leadership Award, 1999.
- Honorary Doctorate, Norwich University.
- Honorary Doctorate, Providence College.
- Honorary Doctorate, Westminster College.
- Honorary Professor, Universidad Del Salvador-Argentina.
- U.S. – Panama Business Council – Ambassador of Good Will Award, 1999.
- The American Methadone Treatment Association Friend of the Field Award, 2000.
- The Order of the Lion, Lions Club International, 2000.
- National Association of State Alcohol & Drug Abuse Directors -- Leadership Award 2000.
- Southern Oregon Drug Awareness - Lyman Faulkner Award for Advocacy, 2000.
- The Federal Law Enforcement Foundation's National Service Award, 2000.
- The Republica de Colombia, Orden de Boyaca Grado, Gran Cruz, 2000.
- Community Anti-Drug Coalitions of America -- Lifetime Achievement Award, 2000
- Central Intelligence Agency Great Seal Medallion, 2000.
- United States Coast Guard Distinguished Public Service Award, 2001.
- Health and Human Services Lifetime Achievement Award for Extraordinary Achievement in the Field of Substance Abuse Prevention, 2004.
- One of the 500 Most Influential People in American Foreign Policy by World Affairs Councils of America, 2004.
- James Cardinal Gibbons Medal (Highest Honor), Catholic University of America, 2004.
- Castle Memorial Award, West Point Society of the District of Columbia and National Capital Area, 2004.
- Outstanding Civilian Civil Service Medal, Department of Army, 2001- 2005 – as national security affairs professor at West Point.
- Community Anti-Drug Coalitions of America -- National Leadership Award, 2007.
- The Society of American Military Engineers (SAME) “Golden Eagle” recognition, 2007.

- Selected Ranger Hall of Fame; Ft. Benning, Georgia, 2007.
- American Red Cross -- Lifetime of Achievement Award, 2008.
- Spirit of the Buffalo Soldier Award, Southwest Association of Buffalo Soldiers, 2008.
- W. Stuart Symington Award -- given for the most significant contribution by a civilian in the field of national defense, Air Force Association, 2008.

IV: LAST MILITARY POSITION:

- Commander-In-Chief U.S. Southern Command (four-star General) 1994-1996.
- Responsible for 84,000 joint military personnel, and DOD civilians who operated annually in Central and South America.
- Managed an operating budget of \$650 million and a counter-drug budget of \$153 million.
- Coordinated U.S international security policy with foreign heads of government, ministers of defense and foreign affairs, and U.S. ambassadors in 19 nations of Central and South America.
- Advised President, Secretary of Defense, and Secretary of State on U.S. Latin American international security policy. Created first Human Rights Council and Human Rights Code of Conduct for an U.S. Military Joint Command. Testified to U.S. Senate and House committees dealing with appropriations, national security, and foreign policy.
- Supported humanitarian operations for more than 10,000 Cuban refugees in Panama. 1996

V: MILITARY SERVICE:

- Most highly decorated and youngest Army four-star General at retirement. Three awards of the Purple Heart for wounds received in action. Four combat tours of duty during thirteen years of overseas service: Dominican Republic 1965; Vietnam 1966-67/68-69 (Vietnamese Airborne Division and 1st Cavalry Division); Iraq, 1991 (24th Mech Division).
- Twice awarded the Distinguished Service Cross (the nation's second highest award for valor) for extraordinary heroism in Vietnam combat action (Vietnamese Airborne Division and U.S. 1st Cavalry Division).
- Twice awarded the Silver Star for exceptional valor in Vietnam combat action as a rifle company commander (1st Cavalry Division).
- Served as Lt. General on the JCS Pentagon staff as the J5Strategic Planner and also as the Special Assistant to General Colin Powell. (1992-1994)
- Served as a Major General on the Army Pentagon staff as the strategic planner.
- Commanded 26,000 soldiers of the U.S. Army 24th Infantry Division Combat Team during Desert Storm. Awarded the Distinguished Service Medal for leading the 370-kilometer left-hook attack into Iraq.
- Awarded the Combat Infantryman Badge and Bronze Star as an 82nd Airborne Division parachute infantry platoon leader during the Dominican Republic OAS intervention.

- Responsible for management of two U.S. military installations 1999-1992 (Fort Stewart and Hunter Army Airfield, Georgia) with 4,000 civilian employees and 19,000 military personnel. Trained 52,000 reservists a year. Annual budget of \$200 million.

VI: DIRECTOR -- NATIONAL DRUG POLICY

General McCaffrey served as Director of the White House Office of National Drug Control Policy from 1996 to 2001. He was confirmed by unanimous vote of the U.S. Senate for this position. General McCaffrey served as a member of the President's Cabinet. He was also a member of the President's National Security Council for drug related issues. As Director, he had the following duties:

- Responsible by law to author the *U.S. National Drug Control Strategy*.
- Supervised the Federal Drug Control Budget (FY00 \$19.2 billion) in nine separate appropriations bills. Developed the five-year (2000-2004), U.S. Federal Drug Control Budget.
- Principal architect of the five year \$2 billion National Youth Anti-Drug Media Campaign.
- By statute, implemented the \$143.5 million Drug-Free Communities Program.
- Provided oversight to the \$192 million High-Intensity Drug Trafficking Area Program (HIDTA) which coordinated thirty-one designated HIDTA's throughout the United States.
- Directed by the President to act as Head of Delegation for the Permanent U.S. - Mexico High Level Contact Group to manage all aspects of our bi-national drug cooperation (Dept. of State, Justice, Defense, Treasury, Transportation, Health and Human Services, CIA).
- Responsible for the Center for Technology Assessment (CTAC) coordination of research and development relating to the drug issue.
- Board Member and United States Government representative to the World Anti-Doping Agency (WADA) of the International Olympic Committee.
- Co-Chair of the White House Task Force on Doping in Sports.
- Co-chaired inaugural White House Task Force on Doping in Sports Meeting in Salt Lake City, December 2000.

VII: INTERNATIONAL EXPERIENCE:

- Participated in Secretary of Public Safety Genaro Luna's International Council of Experts meeting in Mexico. The purpose of the meeting was to strengthen and extend the professional capabilities of police officers and continue to develop projects such as the National System of Criminal Information and the National Center of Trust Control, 2008.

- Periodically conducts political-military evaluations (2005 thru present) of Iraq, Afghanistan, Pakistan, Kuwait, Colombia, Saudi Arabia, Mexico, and US Joint Military Commands. After Action Reports on all these trips are available at www.mccaffreyassociates.com.
- Co-chaired the Atlantic Council of the United States NATO Counterterrorism Working Group, leading a delegation to Moscow, Mons, Brussels and Warsaw, 2004.
- Addressed the “Security of the Americas Conference” in Mexico City and met with senior officials of the Mexican Government, 2004.
- Helped release the CSIS Bi-national Commission Reports on Migration and Border Security, 2004.
- Visited Cuba to conduct closed door discussions with Fidel and Raul Castro and other senior Cuban officials discussing U.S.-Cuba policies, 2002.
- Member of U.S Delegation to the Presidential Inauguration in Mexico, December 2000.
- Head of U.S Delegation to Colombia to demonstrate U.S commitment and discuss implementation of Plan Colombia/Andean Ridge with senior Colombian officials to include President Pastrana, November, 2000.
- Head of U.S Delegation to the World Anti-Doping Agency Executive Board Meeting in Oslo, Norway; Head of Delegation to the Oslo meeting of the International Consultative Group on Drugs in Sport (40 nations attending) November, 2000.
- Member of U.S. Delegation and United States Representative to the World Wide Anti-Doping Agency, XXVII Olympic Games, Sydney Australia, September, 2000.
- Head of U.S. Delegation to coordinate international drug control strategy, Beijing, Kunming and Hong Kong, China, June 2000.
- Head of U.S. Delegation to coordinate international drug control strategy, Hanoi, Vietnam, June 2000.
- Head of U.S. Delegation to coordinate international drug control strategy, Bangkok, Thailand, June 2000.
- Head of U.S. Delegation to the International Consultative Group on Anti-Doping in Sport, Montreal Canada, February 2000.
- Head of U.S. Delegation to the inaugural meeting of the World Anti-Doping Agency, Laussane, Switzerland, January, 2000.
- Head of U.S. Delegation for U.S./International Olympic Committee negotiations, Washington, DC, December 1999. Negotiated with the IOC President the structures, powers and authorities of the World Anti-Doping Agency.
- Head of U.S. Delegation to the “International Drugs in Sport Summit” -- Sydney Australia, November 1999. Negotiated the text of the Sydney Declaration on Drugs in Sport.

- Head of U.S. Delegation to coordinate international drug control strategy with President or Prime Minister of: Colombia, Ecuador, Venezuela, Curacao and Aruba, 1999.
- Head of U.S. Delegation to coordinate international drug control strategy with Presidents of: Brazil, Bolivia, Peru, and Argentina, 1999.
- Head of Delegation U.S./Mexico Drug Demand Reduction Conference: (El Paso, Texas, 1998) -- (Tijuana, Mexico, 1999) -- (Phoenix, Arizona, 2000.)
- Member of the U.S. Secretary of State delegation to coordinate the annual U.S./Mexico Bi-National Commission -- Co-Chaired the Legal Affairs & Anti-Narcotics Issues Working Group with U.S. Attorney General, Mexico City, 1999.
- Head of U.S. Delegation to the International Olympic Committee World Conference on Doping in Sports, Lausanne, Switzerland, February 2-4, 1999. Negotiated the text of the Lausanne Declaration Against Doping in Sports. Chaired ten bilateral meetings with foreign governments and international organizations.
- Accompanied and advised the President during international meetings of Heads of State: Summit of the Americas, Miami, 1994; San Jose Central America Summit, 1997; Barbados Caribbean Summit, 1997; Summit of the Americas, Santiago, 1998.
- Accompanied and advised the President during State Visits, (1996: Thailand)(1997: Argentina, Brazil, Mexico, and Venezuela)(1998: Mexico).
- Head of U.S. Delegation to United Nations ECOSOC Conference on Drugs, 1996. Member of U.S. delegation to the United Nations General Assembly Special Session on the World Drug Problem, 1998.
- Head of U.S. Delegation to EU Drug Monitoring Center. Lisbon, Portugal, 1998.
- Head of U.S. Delegation to United Nations Drug Control Program, Vienna, 1998.
- Bi-Lateral visits to drug control program – Sweden, Netherlands, Switzerland, 1998.
- Principal Staff Assistant to General Colin Powell, Chairman Joint Chiefs of Staff and then Chief of Strategic Planning (J5) for the JCS, 1992-1994.
 - Acted as liaison from Chairman JCS to the National Security Council.
 - Acted as military liaison from Chairman JCS to Secretary of State (Sec. James Baker, Sec. Larry Eagleburger, and Sec. Warren Christopher).
 - Acted as JCS military advisor to U.S. Ambassador to the U.N. (Madeleine Albright).
 - Military advisor from Chairman JCS to President George Bush during Helsinki European Security discussions and START II nuclear arms control negotiations in Moscow, 1992.
 - JCS military liaison to United Nations Peacekeeping (Under Secretary Kofi Annan) during 1992-1994.

- JCS advisor to Secretary of State Warren Christopher during European Bosnia discussions - London and Bonn, 1993.
- Special representative for Chairman JCS during national security visits to Korea and Japan, 1993.
- Special representative for Chairman JCS during national security visit to Israel, 1993.
- Liaison from Chairman JCS to Secretary of State Larry Eagleburger for the successful negotiations of the Paris Chemical Weapons Convention, 1993.
- Military advisor from Chairman JCS for Clinton-Yeltsin Vancouver Talks and also the Seattle Pacific Rim Conference, 1993.
- JCS advisor to Ambassador Reginald Bartholomew during special envoy visits to Croatia, Bosnia, and Yugoslavia, 1994.
- Deputy U.S. Military Representative to Headquarters NATO in Brussels, Belgium, 1989-1990.
- Served abroad in the Dominican Republic, Vietnam, Panama, Germany, Belgium, Saudi Arabia, and Iraq. Traveled extensively as an official U.S. representative throughout much of the world.
- General McCaffrey visited Cuba and participated in a small group session with Fidel and Raul Castro discussing U.S.-Cuba policies, 2002.

VIII: TEACHING EXPERIENCE:

- Adjunct Professor of International Affairs, United States Military Academy, West Point, NY; 2005–Present.
- Bradley Professor of International Security Studies, United States Military Academy, West Point, NY; 2001 – 2005.
- Lecturer at: Harvard University – Kennedy School; Business School; Medical School; Law School (Thru 2009).
- Assistant Professor and Executive Officer, Department of Social Sciences, West Point. Instructor - comparative politics, American government, economics of national security, and personal finance, 1973-1976.
- Managed all instructional courses at the Infantry School, Fort Benning, Georgia as Assistant Commandant (24 courses, 73,000 students per year, budget \$498 million, faculty of 3,577 civilians and military). Personally taught leadership and tactics classes to Basic Course and Advanced Course officer students, 1986-1988.
- Faculty U.S. Army Armor School. Instructor in leadership. 1971.
- Adjunct faculty member, University of Kentucky. Instructor - American Government, 1971.

IX: MEDIA IMPACT:

General McCaffrey has appeared in over 6000 television stories and over 15,000 newspaper articles. He has met with over 85 editorial boards from major newspapers across the nation. Media coverage included the nation's most prestigious programs including *Meet the Press*, *This Week*, *Fox Sunday News*, *Nightline*, *Today*, *Good Morning America*, John McLaughlin's *One on One*, numerous feature interviews by Dan Rather on CBS Evening News, Brian Williams and Tom Brokaw on *NBC Nightly News*, Peter Jennings on *World News*, Jim Lehrer on PBS, Bernard Shaw on CNN, Montel Williams, Charlie Rose, Diane Rehm on NPR, and Ted Koppel and *C-Span Washington Journal*.

X: PUBLICATIONS:

- "Proceedings of the Twenty-Fifth Student Conference on United States Affairs," Department of Social Sciences, West Point, N.Y. (1973)
- "We Are Soldiers All: An Analysis of Possible Roles for Women in the Army," Department of Social Sciences, U.S. Military Academy, West Point, N.Y. (1973)
- "Assault Company," *Infantry Magazine* (March-April 1978)
- "The Battle on the German Frontier," *Military Review* (March 1982)
- "Military Support for Peacekeeping Operations," *Ethnic Conflict and Regional Instability*, Strategic Studies Institute, Army War College, Carlisle, PA (1993)
- "Good Vibes Between White House, Military," *Wall Street Journal* (April 6, 1993)
- Introduction to *Angels in Red Hats: Paratroopers of the Second Indochina War*, Harmony House Publishers, Louisville, KY (1994) (Library of Congress control #: 94079267)
- *Vital Speeches of the Day*:
 - "So-Called War on Drugs" (March 15, 1996)
 - "Prevention Programs Work" (November 15, 1996)
 - "Hemispheric Drug Control" (May 1, 1997)
 - "National Drug Control" (August 1, 1997)
 - "Vietnam Veteran's Memorial Speech" (January 15, 1998)
 - "Drugs and the Media" (August 1, 1998)
 - "Methadone Treatment Our Vision For the Future" (May 15, 2000)
- "Human Rights and the Commander," *Joint Force Quarterly* (Autumn 1995)
- "Role of the Armed Forces in the Protection and Promotion of Human Rights," *Military Law Review* (1995)
- "Upbeat Outlook for Southern Neighbors," *Defense* (Issue 4, 1995)
- "A Former CINC Looks at Latin America," *Joint Force Quarterly* (Spring, 1996)
- "Vietnam Letters", *Army Magazine*, (November 1997)
- "Prevention Programs Work," *Drugs, Society and Behavior* (Spring 1998)

- “Make America Better by Reducing Illegal Drugs,” *Five Hundred Ways to Make America Better*, George Magazine and Villard/Random House (Spring 1998)
- “Future Strategy,” *Berkeley Journal of Law and Public Policy* (Spring 1998)
- “Cocaine: Will Congress Act?,” *The New Crisis*, (September/October, 1998)
- “Efforts to Combat Money Laundering,” *Loyola of Los Angeles International & Comparative Law Journal*, (December 1998)
- Foreword to *The Eyes of Orion: Five Tank Lieutenants in the Persian Gulf War*, Kent State University Press, October 1999.
- “We Can Keep Our Kids Drug Free For Life,” *Parade*, January 16, 2000.
- “The New Yorker's Revisionist History”, *Wall Street Journal*, May 22, 2000.
- “Soldiering On: An Interview with Barry R. McCaffrey”, *Retired Officer Magazine*, June 2000.
- “Lessons from Desert Storm,” *Joint Forces Quarterly*, Winter 2000-2001.
- “Hollywood Is Ignoring a Valid Drug War Script”, *Los Angeles Times*, March 15, 2001.
- “Conversations with the Olin Professor: A Compilation of Questions & Answer Exchanges between the Cadets of SS478 and General McCaffrey,” Department of Social Sciences, United States Military Academy, Spring 2001.
- “The Imperative of Ballistic Missile Defense,” *Armed Forces Journal International*, July 2001.
- “The Drug Scourge as a Hemispheric Problem, “Implementing *Plan Colombia Special Series*, Strategic Studies Institute, The North-South Center, and the U.S. Army War College, August 2001.
- “Cutting Ground Forces is Dangerous,” *The Wall Street Journal*, August 1, 2001.
- “Saddam: The Next Phase,” *Armed Forces Journal International*, September 2001.
- “September 11th,” *Revista Poder*, October 2001.
- “Dealing with Madness,” *Armed Forces Journal International*, October 2001.
- Conversations with the Olin Professor: A Compilation of Questions & Answer Exchanges between the Cadets of SS478 and General McCaffrey,” Department of Social Sciences, United States Military Academy, Fall 2001.
- “A Wary Eye on North Korea,” *Armed Forces Journal International*, December 2001.
- Foreword to *Leadership: The Warrior’s Art*, The Association of the United States Army, 2001.

- “Afghanistan: Denying A Sanctuary to Terror,” *Armed Forces Journal International*, February 2002.
- Foreword to *The Great Raid: Rescuing the Doomed Ghosts of Bataan and Corregidor*, Talk Miramax Books, February 2002.
- “Castro Still Reaps Empowerment From “Enemy America,” *Armed Forces Journal International*, May 2002.
- “Challenges to US National Security,” *Armed Forces Journal International*, May 2002.
- Conversations with the Olin Professor: A Compilation of Questions & Answer Exchanges between the Cadets of SS478 and General McCaffrey,” Department of Social Sciences, United States Military Academy, Spring 2002.
- Foreword to *Aging & Addiction: Helping Older Adults Overcome Alcohol or Medication Dependence*, Hazelden Foundation, Spring 2002.
- “Crusader Essential to High-Intensity Combat,” *Armed Forces Journal International*, June 2002.
- “The War on Terrorism: Protecting America’s Land and Maritime Frontiers,” *Armed Forces Journal International*, July 2002.
- Foreword and Book Chapter to *Terrorism and Counterterrorism: Understanding the New Security Environment*, McGraw-Hill Publishing, September 2002.
- “Colombia: Drugs, Terrorism, and Crime,” *Armed Forces Journal International*, October 2002.
- “Saddam’s SS,” *The Wall Street Journal*, October 16, 2002.
- “How the War Might Unfold,” *Armed Forces Journal International*, November 2002.
- “North Korea’s Global Threat,” *The Wall Street Journal*, December 12, 2002.
- “Armored Formations will Remain Essential in Future Command,” *Armed Forces Journal International*, January 2003.
- “Nothing imaginary about mental diseases,” *The Washington Times*, January 22, 2003.
- “E-mail Exchanges with the Olin Professor,” *Assembly*, January/February 2003.
- “This cut will only add to the state’s problems,” *Pittsburgh Post Gazette*, March 20, 2007.
- “Gaining Victory in Iraq,” *US News and World Report*, April 2003.
- “A Time to Fight,” *Wall Street Journal*, April 1, 2003.
- “Commentary: Drug Treatment Should Be Just A Click Away,” *Orlando Sentinel*, June 10, 2003.
- “We Need More Troops,” *Wall Street Journal*, June 29, 2003.

- “Looking Beyond Iraqi Freedom,” *Armed Forces Journal International*, July 2003.
- “Lesson Learned,” *American Legion*, September 2003.
- “Rumsfeld in Denial,” *Wall Street Journal*, November 28, 2003.
- “What Should Bush Do?,” *Time Magazine*, April 19, 2004.
- “We must not overlook drug abuse treatment,” *Austin American-Statesman*, August 2, 2004.
- “Keep anti-drug budget in place to offset the treat,” *The Patriot News*, June 14, 2005.
- “Retired General Estimates 20,000 Militants are in Iraq,” *The Washington Times*, June 22, 2005.
- “Failure is Not an Option,” *Wall Street Journal*, June 27, 2005.
- “The War We’re Winning,” *Armed Forces Journal International*, November 2005.
- “Fixing Infrastructure Is Nation’s Top Task,” *ENR Magazine*, June 27, 2006.
- “One Approach to a Last Try at Stability in Iraq,” *The Washington Post*, December 13, 2006.
- “Methadone Saves Lives, Restores Productivity: Drug’s bad press shouldn’t harm treatment for addiction,” *The Charleston Gazette*, January 28, 2007.
- “McCaffrey Paints a Gloomy Picture of Iraq,” *The Washington Post*, March 28, 2007.
- “No Choice: Stay the Course in Iraq,” *Los Angeles Times*, April 3, 2007.
- “Texas Can Lead Nation in Dealing With Traffic,” *Austin Business Journal*, April 20, 2007.
- “War in Iraq Taking Heavy Toll on U.S., Retired General Says,” *Columbus Dispatch*, May 17, 2007.
- “Pacific Northwest and the Nation: At an Infrastructure Crossroads,” *Seattle Times*, June 2007.
- “Oregon and the Nation: At an Infrastructure Crossroads,” *Portland Business Journal*, June 22, 2007.
- “Ohio, Nation at Crossroads with their Rundown Infrastructure,” *Business First of Columbus*, July 13, 2007.
- “A New Vision For America’s Security,” *The Boston Globe*, July 31, 2007.
- “Keeping Faith With Colombia,” *The Washington Post*, November 20, 2007.
- “Rebuilding Global Airpower,” *Joint Forces Quarterly*, December 18, 2007.
- “Let’s Seize the Momentum in Iraq,” *The Wall Street Journal*, December 20, 2007.

- “Drug Courts - Letter to Editor,” *USA Today*, January 3, 2008.
- “Engineers Critical to Security Preparedness,” *The Military Engineer*, March-April 2008.
- “Rebuilding Global Airpower,” *Joint Forces Quarterly*, 2nd Quarter 2008.
- “Wisconsin is making strides on infrastructure,” *Milwaukee Journal Sentinel*, April 8, 2008.
- “Without solid infrastructure, a state is stuck,” *Star Tribune*, April 21, 2008.
- “McCaffrey: Transportation infrastructure is critical for Texas,” *Austin American-Statesman*, May 22, 2008.
- “Texas bolsters border security, enhances trade,” *El Paso Times*, June 1, 2008.
- “Security, trade converge at state’s ports,” *The Seattle Times*, June 24, 2008.

XI: RELATED BOOKS AND ARTICLES:

- *Prodigal Soldiers: How the Generation of Officers Born of Vietnam Revolutionized the American Style of War*, James Kitfield, Simon & Schuster, New York, N.Y. (1995) (ISBN # 0671769251)
- *Current Biography*, volume 58, number 7, July 1997
- *A History of the 24th Mechanized Infantry Division Combat Team During Operation Desert Storm*, Major Jason Kamiya, Fort Stewart, GA (1991) (Library of Congress # DS 79.724.U6 K35 1991)
- *The Victory Book: A Desert Storm Chronicle*, Major Jason Kamiya, Fort Stewart, GA (1991) (Library of Congress # DS 79.724.U6 K36 1991)
- *24th Mechanized Infantry Division Combat Team: Historical Reference Book*, Lieutenant Colonel Bantz J. Craddock, Fort Stewart, GA (1992) (Library of Congress # DS 79.724.U6 A16 1992)
- *24th Mechanized Infantry Division Combat Team: Operation Desert Storm Attack Plan*, Lieutenant Colonel Bantz J. Craddock, Fort Stewart, GA (1992) (Library of Congress # DS 79.724.U6 U55 1992)
- *Certain Victory: The U.S. Army in the Gulf War*, Brigadier General Robert H. Scales, Jr., Black Star Agency, New York, N.Y. (1992) (ISBN # 0028811119)
- “A ‘Czar’ Among Bureaucrats: Gen. Barry McCaffrey Considers a Role in the War on Drugs”, *Harvard Case Study*, 1997
- *The Generals’ War*, Michael R. Gordon and General Bernard E. Trainor, Little, Brown, and Company, Boston, Mass. (1995) (ISBN # 0316321001)
- *It Doesn’t Take a Hero*, General Norman H. Schwarzkopf, Bantam Books, New York, N.Y. (1992) (ISBN # 038425848)

- *Triumph Without Victory*, U.S. News and World Report, Times Book, 1992, New York, N.Y. (1992) (ISBN # 0394239148)
- *Crusade*, Rick Atkinson, Houghton Mifflin, Boston, N.Y. (1993) (ISBN # 0395602904)
- "He's at the Front Lines Once Again," *Los Angeles Times*, March 6, 1996
- "A Dove Fights the Drug War," *New Yorker*, June 3, 1996
- "A Four-Star Approach to Curbing Drug Use," *Christian Science Monitor*, October 7, 1996
- "Plan of Attack: Formulating U.S. International Drug Policy," *Harvard International Review* (Spring, 1997).
- "The General's \$1 Billion Gamble," *ADWEEK*, June 8, 1998
- "High Stakes," *Government Executive*, July 1998
- "An Officer and a Social Worker," *Economist*, July 18, 1998
- "America's Drug Warrior," *San Diego Union-Tribune*, July 24, 1998
- "Clinton's Good Soldier," *National Review*, May 3, 1999
- "Update on the Drug Wars," *National Journal*, July 3, 1999
- "Just Say Yes," *Capital Style*, August, 1999
- "Seymour Hersh's Gulf War Misconceptions" *Chicago Tribune*, Georgie Anne Geyer, Universal Press Syndicate, May 19, 2000
- ABC NEWS *THIS WEEK* with Sam Donaldson, Interview with General (Ret) Colin Powell, May 21, 2000
- "THE GULF WAR Probing a Slaughter A U.S. assault on Iraqi troops was 'a grouse shoot'—but was it an excessive use of force?" *Newsweek*, May 29, 2000, John Barry and Evan Thomas
- "Get it right or don't write", *The Washington Times*, David Hackworth, June 2, 2000.
- "The Real Gulf War Blunder The problem wasn't that Barry McCaffrey kept on fighting—it was that we stopped fighting too soon", *Weekly Standard*, June 5, 2000/Vol 5, Number 36 Mackubin Thomas Owens
- "McCaffrey Responds to The New Yorker", James Kitfield, *National Journal*, June 6, 2000.
- "Drug Czar McCaffrey Optimistic on War on Drugs", James M. Shevis, *Dialogo*, Volume 10 Issue 2, 2000

- "Man with a Mission and a Heart," *Crystal City etc.*, Louise Bowen, Summer, 2000.
- "A Great Soldier: Attacks on McCaffrey are way off mark", *The Washington Times*, Michael K. McMahan, July 6, 2000.
- *Legacy of Disorder: Voices of the Vietnam War Era*, Gil Dorland, Brassey's (2001); (ISBN: 1574882155)
- "Interview with Barry McCaffrey '64," *Assembly Magazine*, July/August 2001.
- "Networks Enlist Old Soldiers for Expertise," *The Washington Post*, Howard Kurtz, October 10, 2001.
- "Television Networks Use Retired Military Officials to fill in the blanks in Afghanistan," *AP*, David Bauder, October 10, 2001.
- "Galloway: When Gen. McCaffrey sounds the alarm, it's time to listen," *The Salt Lake Tribune*, October 18, 2007.
- "Courage in Full Color," *The Washington Post*, August 17, 2008.
- "The Times Smears An American Hero," *New York Post*, December 3, 2008.
- "Commentary by Joseph Galloway: The Times Drags an Honorable Soldier Thru The Mud," *McClatchy Newspapers*, December 4, 2008.
- "Is Calderon Making Progress Against Drug Traffickers - Guest Comment: Barry McCaffrey," *Inter-American Dialogue's Latin America Advisor*, January 13, 2009.

XII: LECTURER: universities, think tanks, legislative bodies, international organizations, military colleges, private industry, and foreign governments including:

- American University, Boston University, The Citadel, Fletcher School of Law and Diplomacy, Georgetown University, Harvard University (JFK School of Government, Law School, Medical School), Norwich University, Tufts University, U.S. Military Academy, U.S. Naval Academy, Royal Military Academy at Sandhurst, Universidad Del Salvador-Argentina, Northwestern University Medical School, University of Pennsylvania Medical School, University of Washington, Notre Dame University, Suffolk University, U.S. Command & General Staff College, U.S. Army War College, U.S. Naval War College, U.S. Air University, Industrial College of the Armed Forces, National War College, Westminster College, Washington & Lee University, North Carolina State University, Virginia Military Institute, Newberry College, Providence College.
- Council on Foreign Relations, Brookings Institute, Heritage Foundation, Inter-American Dialogue, Meridian International Center, North-South Center (Miami), U.S. - Mexico Chamber of Commerce, U.S. - Panama Chamber of Commerce, U.S - Thailand Chamber of Commerce, World Affairs Council (Houston), World Affairs Council (Seattle), Commonwealth Club (San Francisco), North Atlantic Council, Town Hall (Los Angeles), World Affairs Council (Denver), World Affairs Council (San Diego), El Colegio de la Frontera Norte (Tijuana, Mexico), State of

Maryland House of Delegates, State of Kentucky House of Representatives and Senate, New York State Assembly, Center for National Policy.

- Kermit Roosevelt Lecture Series Great Britain, Mark Clark Lecture Series Brazil, Inter-American Defense College, Chilean War College, El Salvador Institute of Higher Defense Studies, Guatemalan Senior Service School, Honduran War College, Headquarters Japanese Self-Defense Forces, Colombian War College, Instituto Marias Romero del Estudios Diplomaticos (Mexico City), Conference of European Armies.
- U.S. Senate and House of Representatives, United Nations General Assembly, Organization of American States (OAS), Inter-American Defense Board, Russian Federation Parliament, Ukrainian Parliament, Argentine Congress, Israeli legislators, Venezuelan legislators, Mexican legislators, Chilean Diplomacy Academy.
- National Governors' Association, U.S. Conference of Mayors; American Medical Association; National Convention The Elks; National Convention AMVETS; National Convention D.A.R.E.; National Convention PRIDE; Vietnam Veterans Memorial; Hispanic American Police Command Officer Association, College on Problems and Drug Dependence, American Council on Addiction Psychiatry, American Pediatrics National Convention, National District Attorney Association, National Convention 100 Black Men, National Convention NOBLE, VFW National Convention, National Convention American Society of Addiction Medicine, International Society of Addictive Medicine, National Convention American Red Cross, National Convention Legion of Valor, Michigan Drug Court Association, CARF, National Association of Drug Court Professionals.
- Writers Guild of America, The Reiner Foundation, UN Special Session Media Workshop, Fox Family Network of Writers and Executives, American Association of Advertising Agencies, National Association of Broadcasters, Entertainment Industry Council.
- National Alcohol Beverage Control Association, Physician's Task Force, Arthur J. Gallenger & Company, Association on Corporate Growth, Blackstone Group, Goldman Sax, WATSCO, Textron, Manulife Financial, Real Estate Roundtable, Northern Trust, Greater Phoenix Chamber of Commerce, Robertson Stephens, Sandler O'Neill, Addiction Resource Council, ANR Pipeline, National Home Equity Mortgage Association, NAVSTAR/GPS, Capstar Partners, American Society of Military Comptrollers, Microsoft, Panetta Institute, General Sport, Merrill Lynch, Hansen Technology, ASIS, Wisconsin Chapter of the Young President Organization, Citizens Financial Group, The Sunrise Agency, Yakima Town Hall, Apex Systems, Fidelity Investments Institutional Services, Inc., National Association of Electrical Distributors, Institute for Defense & Government Advancement Dallas Association of Financial Service Professionals, Defense Intelligence Agency, Corning, Inc., MTC Technologies, John Hancock/Manuallife, Marietta College Perspectives Series, Combat Studies Institute, Regent University, South Illinois University-Edwardsville Art & Issues Lecture Series, Food Marketing Institute, California Credit Union, Putnam Investments, PNC Bank, National Association, Jeddah Economic Forum, Tiger Bay Club, Hofstra University, North Country Behavioral Healthcare Network, Panetta Institute, Baraboo Growth, PA Consulting, Information Management Network, Cephalon, Inc. ,