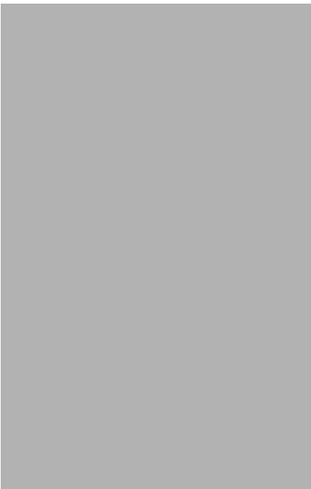


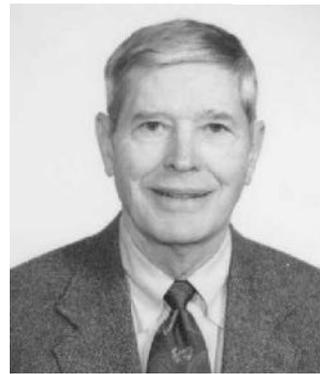
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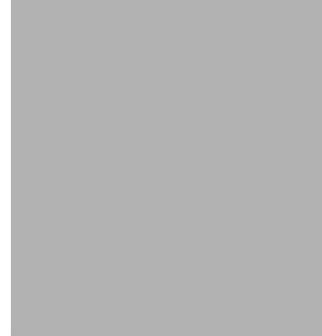
Dr. Grant T. Hammond (BA, Harvard University; MA, PhD, Johns Hopkins University) is professor of international relations, teaching in the Department of Strategy, Doctrine, and Airpower and the Department of Future Conflict at the Air War College (AWC), Air University, Maxwell AFB, Alabama. He was the first civilian chair of the Department of National Security Studies at AWC and the first holder of a rotating Chair of National Security Strategy. Prior to joining AWC, he held positions at Rhodes College and the Center for International Affairs at Harvard. The author of several books and a number of journal articles, Dr. Hammond is completing two books about a seminal American military strategist, Air Force colonel John Boyd.



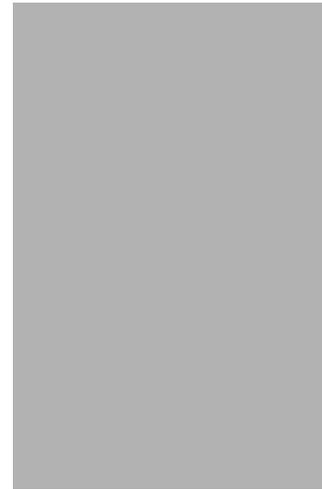
Lt Col James M. Smith, USAF, Retired (US-AFA; MS, University of Southern California; DPA, University of Alabama), is on the faculty of the United States Air Force Academy, Colorado Springs, Colorado. He formerly served on the faculties of Air Command and Staff College, Maxwell AFB, Alabama, and the United States Military Academy, West Point, New York. A graduate of Squadron Officer School and Air Command and Staff College, Dr. Smith was recently appointed director of the USAF Institute for National Security Studies (INSS).



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