

### Esther McClure

Esther McClure is the Country Director for Denmark, Norway, and the Netherlands within the office of the Deputy Assistant Secretary of Defense for Europe and NATO in the Office of the Under Secretary of Defense for Policy. She previously led the Arctic, climate, and energy team in the Strategy office for five years and was dual-hatted as the Chief of Staff for Strategy from September 2012 through August 2013.

She led Navy's initial assessments of the impact of climate change on Arctic operations in 2009, led the Arctic, climate, and energy assessment for the 2010 Quadrennial Defense Review (QDR), led development of DoD's 2011 *Report to Congress on Arctic Operations and the Northwest Passage*, and orchestrated DoD activities supporting the development of the 2013 *National Strategy for the Arctic Region*.

Ms. McClure is a retired Navy officer with 22 years of service including deployments in support of Operations ENDURING FREEDOM, DESERT SHIELD/DESERT STORM and EARNEST WILL. During her 11 years at sea she served in five different ships in positions including Damage Control Assistant, Navigator, Chief Engineer, Executive Officer, and Commanding Officer.

Ashore, she led the energy and environmental strategic assessment team for the 2010 Quadrennial Defense Review (QDR) as a military detailee in the Strategy office. She also served in Navy's assessment division (OPNAV N81) in a variety of functions, including as leader of the assessment team for Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) in support of the 2006 QDR. She has also served as an operational planner, developing policy and operational plans for NATO's Striking Fleet Atlantic (STRIKFLTANT) and Second Fleet headquarters, and as an instructor at the Navy's Surface Warfare Officer School.

She retired from the Navy in August 2010. She served as acting Chief of Staff during the establishment of the Operational Energy Plans and Programs office within the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L) before rejoining the Strategy office as a civilian.

Ms. McClure earned a Bachelor of Journalism *Summa cum Laude* from the University of Texas at Austin and a Master of Marine Affairs *Summa cum Laude* from the University of Rhode Island. She is a distinguished graduate of the Air War College and technical military courses ranging from AEGIS Combat Systems Officer to Gas Turbine Engineering. She is also a graduate of the Federal Executive Institute (2012).