

WELCOME

MG William Rapp



Major General William E. Rapp is the 50th Commandant of the U.S. Army War College. He graduated from the United States Military Academy (USMA) in 1984 and was commissioned a Second Lieutenant in the Corps of Engineers. His civilian education includes a Bachelor of Science degree from USMA, a Masters of Arts in Political Science and a PhD in International Relations from Stanford University. His military education includes the Engineer Officer Basic Course, Infantry Officer Advanced Course, US Army Command and General Staff College, the Army War College where he earned a Masters of Arts in National Security Policy, and the Joint Forces Staff College. He was the distinguished honor graduate of his Infantry Officer Advance Course, Ranger School class, Jumpmaster class, and the Strategist Program at CGSC. Major General Rapp is a licensed Professional Engineer in the state of Virginia. Major General Rapp's early assignments included duties as a Platoon Leader, Executive Officer, Assistant S3, and the Corps Operations Officer in Germany and at Fort Bragg, North Carolina. He commanded an airborne engineer company during OPERATION DESERT STORM. Following grad school, he then served as an instructor and assistant professor in the Department of Social Sciences at USMA and as an Engineer Battalion S3 and Group S3 at Fort Lewis, Washington. He also served as the Military Assistant to the Secretary of the Army (Civil Works) before commanding the 54th Engineer Battalion (Combat) (Mech) in Bamberg, Germany.

Following command, Major General Rapp was selected for the Council of Foreign Relations Fellowship at the Institute for International Policy Studies in Tokyo, Japan. He returned to the states in the summer of 2003 to attend the Army War College before proceeding to Fort Lewis to serve as the Chief of Plans (G3) for I Corps Headquarters. In June 2005, he assumed command of 555th Combat Engineer Group and deployed in support of the 101st Airborne Division for OPERATION IRAQI FREEDOM.

In 2007, Major General Rapp completed his command and returned to Iraq as the Director of the Commander's Initiatives Group serving under GEN Petraeus in Multi-National Forces-Iraq. In 2008, Major General Rapp served as the Commanding General of the Northwestern Division of the Corps of Engineers in Portland, Oregon followed by assignment as the 72nd Commandant of Cadets at the United States Military Academy in 2009. Major General Rapp served as the National Support Element Commander and Deputy Commanding General for Support of US Forces, Afghanistan, in 2011, responsible for performing National Command Element and National Support Element functions for all US Forces in Afghanistan. Major General Rapp's most recent assignment was Chief, Army Legislative Liaison.

His awards and decorations include the Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit with oak leaf cluster, Bronze Star with oak leaf cluster, the Meritorious Service Medal with five oak leaf clusters, and the Army Commendation Medal with two oak leaf clusters. He has earned the Combat Action Badge, Master Parachutist wings, Air Assault wings, Ranger Tab, and the Engineer Regiment's Silver DeFleury Medal.

KEYNOTE SPEAKERS



The Honorable Robert O. Work

Robert O. Work was confirmed as the 32nd Deputy Secretary of Defense on April 30, 2014.

Mr. Work most recently served as Chief Executive Officer of the Center for a New American Security (CNAS). From 2009 to 2013, Mr. Work served as the Undersecretary of the Navy. In this capacity, he was the Deputy and Principal Assistant to the Secretary of the Navy and acted with full authority of the Secretary in the day-to-day management of the Department of the Navy.

In 2008, Mr. Work served on President-elect Barack Obama's Department of Defense Transition Team as leader of the Department of the Navy issues team. He also worked on the defense policy, acquisition, and budget teams.

In 2002, Mr. Work joined the Center for Strategic and Budgetary Assessments (CSBA), first as the Senior Fellow for Maritime Affairs, and later as the Vice President for Strategic Studies. In these positions, he focused on defense strategy and programs, revolutions in war, Department of Defense transformation, and maritime affairs.

Mr. Work was also an adjunct professor at George Washington University, where he taught defense analysis and roles and missions of the armed forces.

Mr. Work was a distinguished graduate of the Naval Reserve Officers Training Course at the University of Illinois, and was commissioned a second lieutenant in the U.S. Marine Corps in August 1974. During his 27-year military career, he held a wide range of command, leadership, and management positions. He commanded an artillery battery and a battalion, and was the base commander at Camp Fuji, Japan. His last assignment was as Military Assistant and Senior Aide to the Honorable Richard Danzig, 71st Secretary of the Navy.

Mr. Work earned a Bachelor of Science degree in Biology from the University of Illinois; a Master of Science in Systems Management from the University of Southern California; a Master of Science in Space System Operations from the Naval Postgraduate School; and a Master in International Public Policy from the Johns Hopkins School of Advanced International Studies. He is a member of the International Institute for Strategic Studies (IISS).

His military and civilian awards include the Legion of Merit, Meritorious Service Medal, Defense Meritorious Service Medal, and the Navy Distinguished Civilian Service Award.

Mr. Work is married to Cassandra Work, and has one grown daughter, Kendyl.

PANEL 1: Carlisle Scholars Panel: Hiding from Hard Choices: Defense Strategy and Risk Management

MODERATOR

Dr. Andrew Hill



Andrew Hill is an Associate Professor in the Department of Command, Leadership, and Management at the U.S. Army War College, and the Director of the USAWC's Carlisle Scholars Program. He joined the War College after receiving his Doctorate in Business Administration at Harvard Business School, where he studied under influential innovation theorist Clayton Christensen. Professor Hill's research focuses on strategy development, complexity and innovation. He has been published in military journals, the Harvard Business Review, the Journal of the American Academy of Arts and Sciences, and the Best Papers Proceedings of the Academy of Management; he has articles forthcoming in Parameters and the Naval War College Review. Professor Hill has a Master's Degree in Public Policy from the University of California, Berkeley, and a Bachelor's degree from Brigham Young University..

PANELISTS



Lt Col Derek O'Malley

Lt Col Derek O'Malley is a member of the Resident Class of 2015 and a member of the Carlisle Scholars Program.

He was commissioned as a distinguished graduate of the Air Force ROTC program at Brigham Young University in 1996. After graduating from pilot training in 1998, he attended F-16 initial qualification training at Luke Air Force Base, Arizona. Lt Col O'Malley accumulated more than 2100 flight hours in operational flying assignments in the F-16 and the F-35. While assigned to Spangdahlem Airbase, Germany, he was selected as the 22nd Fighter Squadron and 52nd Fighter Wing Flight Commander of the Year.

During his three years at the F-16 Weapons School, he was a three-time winner of the Overall Outstanding Instructor Award, two-time winner of the Outstanding Instructor Wingman Award, and also won the Outstanding Academic Instructor Award – an accomplishment unprecedented in the squadron's 30-year history. He was also a recipient of the Air Force's prestigious Anthony C. Shine Award, and the 2009 Brigham Young University Alumni Distinguished Service Award.

In September 2009, Lt Col O'Malley graduated with distinction from the Naval Post Graduate School in Monterey, California. He was a recipient of the Air Force Association Award for the Outstanding U.S. Air Force Student, and the Naval Postgraduate School Superior Service Award. Following graduation, Lt Col O'Malley was selected for the initial instructor pilot cadre for the F-35 Lighting II, at Eglin Air Force Base, Florida.

From June of 2012 to 2014, Lt Col O'Malley commanded the 59th Test and Evaluation Squadron at Nellis Air Force Base, Nevada, where he led operational test efforts for the F-16, F-15C, F-15E, A-10, F-22, and F-35.



LTC Chuck Rush

Chuck Rush is a member of the Resident Class of 2015 and a member of the Carlisle Scholars Program.

Chuck Rush was commissioned as a Second Lieutenant of Infantry from the United States Military Academy in 1995 and has served in a variety of staff and command positions throughout his career. His troop assignments include 1-508 IN in Vicenza, Italy, 1st Cavalry and the 4th Infantry Division at Fort Hood, TX and Fort Carson, CO where he commanded 1st Battalion, 8th Infantry from 2011-2013. He has also served as an analyst at TRADOC Analysis Center at Fort Leavenworth and the Center for Army Analysis at Fort Belvoir, a political-military desk officer at the United States Department of State, and as a maneuver senior trainer at the National Training Center.

He has three operational deployments to Iraq and Afghanistan and has a Bachelor of Science degree from the U. S. Military Academy at West Point in Engineering Physics, and Masters of Military Art and Science degree from the U.S. Army Command and General Staff College.



LTC Cliff Trout

LTC Cliff Trout is a member of the Resident Class of 2015 and a member of the Carlisle Scholars Program.

LTC Trout was commissioned from the University of Notre Dame as a Second Lieutenant in the United States Army in 1995. Since his commissioning, he has served in numerous command and staff positions at the tactical and operational level.

Prior to attending the Army War College, LTC Trout was as a Special Assistant to the 18th Chairman of the Joint Chiefs of Staff from 2011-2014. From 2009 to 2011, he served on the National Security Council staff as the chief of staff to the Special Assistant to the President for Afghanistan and Pakistan. In 2008, he deployed to ISAF Headquarters in Kabul, Afghanistan as the executive officer for the Deputy Commander for Operations. LTC Trout also served as the Command Inspector General at Walter Reed Army Medical Center from March 2007 to May 2008.

PANEL 2: The Strategic Landscape: Trends in International Security

CHAIR

Mr. Nathan P. Freier



Nathan Freier assumed duties as an Associate Professor of National Security Studies with the Strategic Studies Institute in August 2013. Mr. Freier came to SSI after five years with the Center for Strategic and International Studies (CSIS) where he was a senior fellow in the International Security Program. Mr. Freier joined CSIS in April 2008 after completing a 20-year career in the U.S. Army. From August 2008 to July 2012, Mr. Freier also served as a visiting research professor in strategy, policy, and risk assessment at the U.S. Army War College's Peacekeeping and Stability Operations Institute under the provisions of the Inter-Governmental Personnel Act. His last military

assignment was as director of national security affairs at SSI.

Mr. Freier twice deployed to Iraq as a military officer. From January to July 2005, he served in the Strategy, Plans, and Assessments Directorate of Headquarters, Multi-National Force–Iraq, and from May to August 2007, he served as a special assistant to the commander, Multi-National Corps–Iraq. Among his research interests and areas of expertise are defense and military strategy and policy development; strategic net and risk assessment; unconventional and hybrid threats and conflicts; and anti-access/area denial challenges. He holds masters' degrees in both international relations and politics and is a graduate of the U.S. Army's Command and General Staff College.

PANELISTS



Dr. Kathleen H. Hicks

Kathleen Hicks is senior vice president, Henry A. Kissinger Chair, and director of the International Security Program at CSIS. She is a frequent writer and lecturer on U.S. foreign and security policy; defense strategy, forces, and budget; and strategic futures. From 2009 to 2013, Dr. Hicks served as a senior civilian official in the Department of Defense.

Confirmed in 2012 as principal deputy under secretary of defense for policy, she was responsible for advising the secretary of defense on global and regional defense policy and strategy pertaining to such areas as the Asia-Pacific and Persian Gulf regions, Syria, and Europe. She also served as deputy under secretary of defense for strategy, plans, and forces, leading the development of the 2012 Defense Strategic Guidance and the 2010 Quadrennial Defense Review and crafting guidance for future force capabilities, overseas military posture, and contingency and theater campaign plans.

She holds a Ph.D. in political science from the Massachusetts Institute of Technology, an M.A. from the University of Maryland's School of Public Affairs, and an A.B. magna cum laude and Phi Beta Kappa from Mount Holyoke College. She currently serves on the Board of Advisors for the Truman National Security Project and SoldierSocks, a veterans' charity. Dr. Hicks is an adjunct with the RAND Corporation and a member of the Council on Foreign Relations and the World Economic Forum's Global Strategic Foresight Community.



Mr. Andrew R. Hoehn

Andrew Hoehn is Senior Vice President for Research and Analysis at the RAND Corporation. He is responsible for all U.S.-based research and analysis, quality assurance, and recruitment and oversight of RAND's 950 research staff. Mr. Hoehn previously served as a RAND Vice President and Director of Project AIR FORCE (PAF), where he was responsible for overseeing research and analyses on strategy, force employment, personnel and training, and resource management. He first joined RAND as Director of PAF's Strategy and Doctrine program.

Previously, Mr. Hoehn was the Deputy Assistant Secretary of Defense for Strategy, responsible for developing and implementing U.S. defense strategy, force planning and assessments, and long-range policy planning. Earlier, as Principal Director for Strategy and Director for Requirements in the Office of the Secretary of Defense, he was responsible for policy oversight of resource planning, materiel requirements, and military roles and missions. Prior to joining government, Mr. Hoehn was associate editor of the *Marine Corps Gazette*. Mr. Hoehn is a member of the Council on Foreign Relations and the board of visitors at the University of Pittsburgh Graduate School of Public and International Affairs. He earned a bachelor's degree in political science from Baldwin-Wallace College and a master's degree in public and international affairs from the University of Pittsburgh.



Dr. Mara E. Karlin

Dr. Mara Karlin serves as the Deputy Assistant Secretary of Defense for Strategy and Force Structure. In this capacity, she is responsible for strategy development, strategic analysis, and strategic planning in the Office of the Secretary of Defense. She supports work on identifying and monitoring global trends related to potential future security challenges, particularly as they require cross-regional and cross-functional perspectives. This includes assessing political, military, economic, and natural resource issues as they relate to U.S. security interests as well as identifying the range of potential strategic risks and opportunities under conditions of complexity and uncertainty.

She has served in a variety of policy positions in DoD, including Levant Director and Special Assistant to the Under Secretary of Defense for Policy. As Levant Director, she was deeply involved in formulating U.S. policy on Syria, Jordan, Lebanon, and Israel-Palestinian affairs. As Special Assistant to the Under Secretary of Defense for Policy, she helped coordinate the Under Secretary's workload and facilitated his efforts on hundreds of national security-related actions. She has also been an Adjunct Fellow at the RAND Corporation, and has presented and published on defense and Middle East affairs to a wide variety of audiences. Her dissertation examined U.S. efforts to build militaries in fragile states. She received her BA in Political Science summa cum laude from Tulane University, MA with distinction in Strategic Studies, Middle East Studies, and International Economics from SAIS, and Ph.D. in International Affairs from SAIS. She is a recipient of the Secretary of Defense Meritorious Civilian Service Award.

PANEL 3: A Prisoner's Dilemma? The Ten Year Defense Outlook

CHAIR

Dr. Frank Jones



Dr. Frank L. Jones is Professor of National Security Studies in the Department of National Security Studies, U.S. Army War College. Dr. Jones retired as a member of the Senior Executive Service in October 2006 after more than thirty years of federal service, entering as a Presidential Management Intern. Before retirement, he served as Principal Director for Strategy, Plans and Resources in the Office of the Assistant Secretary of Defense for Homeland Defense. He also served as Deputy Assistant Secretary of Defense for Special Operations Policy and Support, Principal Director for Drug Enforcement Policy and Support, and Principal Director for Peacekeeping and Humanitarian Assistance. These senior executive positions were in the Office of the Under Secretary of Defense for Policy. He was Visiting Professor of Defense Policy at the U.S. Army War College from 2001 to 2003.

Dr. Jones is a former U.S. Office of Personnel Management LEGIS Fellow, where he worked on the personal staff of Representative Amory Houghton. He is also a graduate of the Federal Executive Institute. He attended St. Lawrence University, Canton, NY as a four-year Army ROTC scholarship recipient, from which he graduated with a Bachelor of Arts degree in History. After military service as a commissioned officer in the U.S. Army, he earned a master's degree in public administration from the State University of New York at Albany. He holds a Ph.D. in Political Science from Griffith University, Queensland, Australia. Dr. Jones received numerous awards during his federal career including the Secretary of Defense Medal for Meritorious Service, the Office of the Secretary of Defense Medal for Exceptional Civilian Service with bronze palm (second award) and the Office of the Secretary of Defense Award for Excellence. He received the Department of the Army Outstanding Civilian Service Award in 2003.

PANELISTS



Dr. Joseph J. Collins

Dr. Joseph J. Collins was appointed Director of the Center for Complex Operations, INSS in July 2014. He joined the National War College faculty in 2004 as Professor of National Security Strategy. Prior to that assignment, Dr. Collins served for three years as the Deputy Assistant Secretary of Defense for Stability Operations, the Pentagon's senior civilian official for peacekeeping, humanitarian assistance, and stabilization and reconstruction operations. His team led the stability operations effort in Afghanistan. From 1998-2001, he was a Senior Fellow at the Center for Strategic and International Studies, where he did research on economic sanctions, military culture, and national security policy.

In 1998, Dr. Collins retired from the U. S. Army as a Colonel after nearly 28 years of military service. His Army years were equally divided among infantry and armor assignments in the United States, South Korea, and Germany; teaching at West Point in the Department of Social Sciences; and a series of assignments in the Pentagon. Dr. Collins has also taught as adjunct faculty in the graduate divisions of Columbia University and Georgetown University. He is a life member of the Council on Foreign Relations and holds a doctorate in Political Science from Columbia University. He is also an honor graduate of the Army's Command and General Staff College and holds a diploma from the National War College.



Dr. Kori Schake

Kori Schake is a research fellow at the Hoover Institution.

During the 2008 presidential election, she was senior policy adviser to the McCain-Palin campaign, responsible for policy development and outreach in the areas of foreign and defense policy.

During President Bush's first term, she was the director for Defense Strategy and Requirements on the National Security Council. She was responsible for interagency coordination for long-term defense planning and coalition maintenance issues. Projects Schake contributed to include conceptualizing and budgeting for continued transformation of defense practices; the most significant realignment of US military forces and bases around the world since 1950; creating NATO's Allied Command Transformation and the NATO Response Force; and recruiting and retaining coalition partners for operations in Afghanistan and Iraq.

She has held the Distinguished Chair of International Security Studies at West Point, and also served in the faculties of the Johns Hopkins School of Advanced International Studies, the University of Maryland's School of Public Affairs, and the National Defense University. She is on the boards of the journal *Orbis* and the Centre for European Reform and blogs for Foreign Policy's Shadow Government.



Dr. Janine Davidson

Dr. Janine Davidson is senior fellow for defense policy at the Council on Foreign Relations. Her areas of expertise include defense strategy and policy, military operations, national security, and civil-military relations.

Before joining CFR, Davidson was an assistant professor in the School of Public Policy at George Mason University where she taught courses on national security, civil-military relations, counterinsurgency, and public policy. From 2009 to 2012, she served in the Obama administration as the deputy assistant secretary of defense for plans, where she oversaw the development of guidance for military campaign and contingency plans. She also led policy efforts for U.S. global defense posture, including the military's rebalance to Asia, and international agreements related to U.S. forces stationed overseas.

Dr. Davidson began her career in the United States Air Force, where she was an aircraft commander and senior pilot for the C-130 and the C-17 cargo aircraft. She flew combat support and humanitarian air mobility missions in Asia, Europe and the Middle East and was an instructor pilot at the U.S. Air Force Academy.

In 2012, Dr. Davidson was awarded the Secretary of Defense Medal for Outstanding Public Service, and in 2013 she was appointed by President Obama as a member of the National Commission on the Structure of the Air Force. She received her PhD and a Master's of Arts degree in international studies from the University of South Carolina and a BS in architectural engineering from the University of Colorado at Boulder.



Dr. Michael Meese

Dr. Michael Meese joined AAFMAA as Chief Operating Officer in 2013. He retired from the United States Army as a Brigadier General having concluded his 32-year career as the Professor and Head of the Department of Social Sciences at the U.S. Military Academy. At West Point, he taught economics and national security courses and was the Director of the Economics program. He has written numerous articles and two books: *The Armed Forces Guide to Personal Financial Planning* and *American National Security*. He has served in a variety of strategic political-military positions including deployments to Afghanistan, Iraq, and Bosnia for a total of 31 months and was the Executive Director of the Secretary of the Army's Transition Team in 2005 and the co-director of the Department of Defense Panel on Commercialization. He is a graduate of the National War College, U.S. Military Academy, and earned his Ph.D., MPA and an M.A. from Princeton University.

LUNCHEON ADDRESS



Dr. Gregory Treverton

Dr. Gregory F. Treverton joined the Office of the Director of National Intelligence as the National Intelligence Council chairman this week following the June 16 announcement of his selection by Director of National Intelligence James R. Clapper.

As chairman of the NIC and advisor to the DNI, Treverton will be responsible for overseeing the analysis and production of coordinated Intelligence Community analyses, including National Intelligence Estimates.

Treverton previously served as director, Center for Global Risk and Security at RAND Corporation. Treverton held several leadership positions at RAND, including director of the RAND Center for Global Risk and Security, director of the International Security and Defense Policy Center, and associate dean of the Pardee RAND Graduate School. His work at RAND has examined terrorism, intelligence and law enforcement, as well as new forms of public-private partnership.

Treverton has served in government for the first Senate Select Committee on Intelligence, handling Europe for the National Security Council and later, as vice chair of the National Intelligence Council (1993-1995), overseeing the writing of America's National Intelligence Estimates.

His RAND publications on intelligence include: "Reorganizing U.S. Domestic Intelligence: Assessing the Options" (2008), "Assessing the Tradecraft of Intelligence Analysis" (with C. Bryan Gabbard, 2008) and "The Next Steps in Reshaping Intelligence" (2005). Two books, "Intelligence for an Age of Terror" and "Reshaping National Intelligence for an Age of Information," were published by Cambridge University Press in 2009 and 2001, respectively.

Treverton holds an A.B. summa cum laude from Princeton University and an M.P.P. and Ph.D. in economics and politics from Harvard University.

PANEL 4: The New Great Game: Asia/Pacific Security Competition and its impact on U.S. Defense Strategy

CHAIR

Dr. David Lai



Dr. David Lai is a Research Professor of Asian Security Affairs at the Strategic Studies Institute (SSI) of the U.S. Army War College (USAWC). Before joining SSI, Dr. Lai was on the faculty of the U.S. Air War College. Born and grown up in China, Lai witnessed China’s “Cultural Revolution,” its economic reform, and changes in China’s foreign relations, the most important of all, U.S.-China relations.

Dr. Lai was one of those who made it into colleges when China launched its economic reform and restored the institutions of higher education in 1978. He later pursued his post-graduate studies at the University of Colorado and earned his Master’s and Ph.D. degrees in political science specializing in international relations.

Dr. Lai’s research and teaching cover U.S.-China and U.S.-Asian security relations. He has also made special contributions to the study of Chinese strategic thinking and operational art.

Dr. Lai has been to most of the Asia nations. In recent years, he has also visited many major European states. These visits and academic engagements keep Dr. Lai in close touch with the regional as well as global perspectives on U.S.-China, U.S.-China-Asia, and U.S.-China-Europe relations.

PANELISTS



Dr. Eric V. Thompson

Eric V. Thompson, Ph.D., is vice president and director of CNA Corporation Strategic Studies. As a Middle East political and military affairs specialist, he has traveled extensively in North Africa, the Persian Gulf, and the Levant, working closely with U.S. and regional military and civilian leadership. His most recent work has addressed counterterrorism operations, security cooperation activities, military-to-military relations with Egypt, interoperability with Turkish and Algerian maritime forces, and coalition building for military operations in the CENTCOM region.

Thompson is also an adjunct professor at Catholic University of America, where he teaches graduate classes on terrorism and other national security issues. Prior to joining CNA Corporation, he was an adjunct professor of international relations and history at the Virginia Military Institute, where he taught courses in Middle East history, international relations and American government, and served as the director of the Model Arab League program.



Dr. Patrick M. Cronin

Dr. Cronin has a rich and diverse background in both Asian-Pacific security and U.S. defense, foreign and development policy. Prior to leading INSS, Dr. Cronin served as the Director of Studies at the London-based International Institute for Strategic Studies (IISS). At the IISS, he also served as Editor of the Adelphi Papers and as the Executive Director of the Armed Conflict Database. Before joining IISS, Dr. Cronin was Senior Vice President and Director of Research at the Center for Strategic and International Studies (CSIS).

In 2001, Dr. Cronin was confirmed by the United States Senate to the third-ranking position at the U.S. Agency for International Development (USAID). While serving as Assistant Administrator for Policy and Program Coordination, Dr. Cronin also led the interagency task force that helped design the Millennium Challenge Corporation (MCC). From 1998 until 2001, Dr. Cronin served as Director of Research at the U.S. Institute of Peace. Prior to that, he spent seven years at the National Defense University, first arriving at INSS in 1990 as a Senior Research Professor covering Asian and long-range security issues. He was the founding Executive Editor of *Joint Force Quarterly*, and subsequently became both Deputy Director and Director of Research at the Institute. He received the Army's Meritorious Civilian Service Award upon his departure from NDU in 1997.

He has also been a senior analyst at the Center for Naval Analyses, a U.S. Naval Reserve Intelligence officer, and an analyst with the Congressional Research Service and SRI International. He was Associate Editor of *Strategic Review* and worked as an undergraduate at the *Miami Herald* and the *Fort Lauderdale News*.

Dr. Cronin has taught at Georgetown University's Security Studies Program, The Johns Hopkins University's Paul H. Nitze School of Advanced International Studies (SAIS), and the University of Virginia's Woodrow Wilson Department of Government. He read International Relations at St Antony's College, University of Oxford, where he received both his M.Phil. and D.Phil. degrees, and graduated with high honors from the University of Florida. He regularly publishes essays in leading publications and frequently conducts television and radio interviews.



Mr. Bryan Clark

Prior to joining CSBA in 2013, Bryan Clark was Special Assistant to the Chief of Naval Operations and Director of his Commander's Action Group, where he led development of Navy strategy and implemented new initiatives in electromagnetic spectrum operations, undersea warfare, expeditionary operations and personnel and readiness management.

Mr. Clark served in the Navy headquarters staff from 2004 to 2011, leading studies in the Assessment Division and participating in the 2006 and 2010 Quadrennial Defense Reviews. His areas of emphasis were modeling and simulation, strategic planning and institutional reform and governance. Prior to retiring from the Navy in 2007, Mr. Clark was an enlisted and officer submariner, serving in afloat and ashore submarine operational and training assignments including tours as Chief Engineer and Operations Officer at the Navy's nuclear power training unit. He is the recipient of the Department of the Navy Superior Service Medal and the Legion of Merit.

Mr. Clark holds a Master of Science in National Security Studies from the National War College and a Bachelor of Science in Chemistry and Philosophy from the University of Idaho.



Dr. Phillip C. Saunders

Dr. Phillip C. Saunders has worked on China and Asia issues at National Defense University's Institute for National Strategic Studies (INSS) since January 2004. He served as Director of Studies for the Center for Strategic Research from 2010-12, with responsibility for supervising the center's research on regional, global, and functional issues. Dr. Saunders previously worked at the Monterey Institute of International Studies, where he was Director of the East Asia Nonproliferation Program from 1999-2003, and served as an officer in the U.S. Air Force from 1989-1994.

Dr. Saunders graduated from Harvard College in 1988 with a *summa cum laude* degree in History and holds M.P.A., M.A. and Ph.D. degrees in International Relations from the Woodrow Wilson School at Princeton University. He is co-author with former acting Director of National Intelligence David Gompert of *The Paradox of Power: Sino-American Strategic Restraint in an Era of Vulnerability* and has edited books on cross-Strait relations, the Chinese Navy, and the Chinese Air Force. He is also co-editor of a forthcoming book on the PLA role in national security decision-making. Dr. Saunders has lectured extensively at leading academic and policy institutions in the United States, Europe, and throughout Asia.

PANEL 5: The Gray Zone: Russia and Iran's Hybrid Playbook

CHAIR

Dr. John R. Deni



Dr. John R. Deni joined the Strategic Studies Institute in November 2011 as a Research Professor of Joint, Interagency, Intergovernmental, and Multinational (JIIM) Security Studies.

He previously worked for eight years as a political advisor for senior U.S. military commanders in Europe. Prior to that, he spent two years as a strategic planner specializing in the military-to-military relationship between the United States and its European allies. While working for the U.S. military in Europe, Dr. Deni was also an adjunct lecturer at Heidelberg University's Institute for Political Science – there, he taught graduate and undergraduate courses on U.S. foreign and security policy, NATO, European security, and alliance theory and practice. Before working in Germany, Dr. Deni spent seven years in Washington, DC as a consultant specializing in national security issues for the U.S. Departments of Defense, Energy, and State.

A native of Philadelphia, Dr. Deni completed his undergraduate degree in history and international relations at the College of William & Mary. He went on to earn a Master of Arts degree in U.S. foreign policy at American University in Washington, DC, and a doctoral degree in international affairs at George Washington University. He is the author most recently of the book *Alliance Management and Maintenance: Restructuring NATO for the 21st Century*, as well as several journal articles. He has published op-eds in major newspapers such as the *Los Angeles Times* and the *Baltimore Sun*, and he has spoken at conferences and symposia throughout Europe and North America.

PANELISTS



Mr. Robert Nurick

Robert Nurick is a nonresident senior fellow with the Council's Brent Scowcroft Center on International Security.

Prior to his appointment at the Council, Mr. Nurick was senior fellow in the Washington, DC office of the James Martin Center for Nonproliferation Studies of the Monterey Institute of International Studies, a nongovernmental organization devoted to training and policy research in non-proliferation and related international security issues.

Mr. Nurick's principal research interests are focused on the interrelationships between domestic politics and security policies in Russia, Ukraine, the Baltic states, and Central Asia; on NATO reform and its impact on evolving security arrangements in Europe; on Russian-American relations; and on arms control and nuclear nonproliferation. Recent project work at the James Martin Center for Nonproliferation Studies includes examination of security perspectives in Central Asia and their implications for US nonproliferation initiatives in the region, US nuclear policy, and the Global Threat Reduction Initiative. He is a member of the International Institute for Strategic Studies, the American Association for the Advancement of Slavic Studies, and the Central Eurasia Studies Society, and is a member of the board of directors of the US-Baltic Foundation.



Dr. Maren Leed

Dr. Maren Leed is a senior adviser with the Harold Brown Chair in Defense Policy Studies and the International Security Program at the Center for Strategic and International Studies (CSIS). She is a frequent writer and lecturer on a range of defense topics. Her interests include defense innovation, amphibious capabilities, rapid acquisition, ground force issues, offensive cyber and electro-magnetic spectrum issues, and military personnel management and compensation.

She previously spent four years serving as senior adviser to the chief of staff of the U.S. Army and as special assistant to two vice chairmen of the Joint Chiefs of Staff. Dr. Leed was a professional staff member on the Senate Armed Services Committee, where she handled the operation and maintenance accounts and conducted oversight of military readiness, training, and logistics and maintenance budgets. She previously served as an analyst in the Office of the Secretary of Defense's Office of Program Analysis and Evaluation and as an analyst and doctoral fellow at RAND. She received her A.B. in political science from Occidental College and her Ph.D. in quantitative policy analysis from the RAND Graduate School.

Dr. Michael Connell

Michael Connell, Ph.D. is a Middle East specialist and the Director of CNA's Iranian Studies Program. While at CNA, he has authored several studies that focus on political, military, and security issues related to Iran and the other Persian Gulf countries. His most recent work focuses on naval strategy in the Persian Gulf, Iranian military doctrine and strategy, the corporate culture of Iran's armed forces, officer recruitment and training in Iran's naval forces, and Iran-GCC relations. Dr. Connell served as CNA's field representative to the headquarters of U.S. Naval Forces Central Command (NAVCENT), Bahrain. He is also an adjunct faculty member at the University of Delaware.

Dr. Connell has lectured at various domestic and international venues, including the Brookings Institution, the American Enterprise Institute, the Forum du Futur, American University, and Security for a New Century. Interviews with him have been featured in various media outlets, including NPR, CNN, the New York Times, the BBC, and the LA Times. Some of his recent published articles include *Deterring Iran's Use of Offensive Cyber* (CNA: 2014), *Iranian Operational Decision Making: Four Case Studies from the Iran-Iraq War* (CNA: 2013), *Strategic Posture Review: Iran* (World Politics Review, 2012), *The Artesh Navy: Iran's Strategic Force* (Middle East Institute Viewpoints Series, 2011), *Iran's Military Doctrine* (USIP, 2010).

Dr. Connell earned his Ph.D. in History and Middle Eastern Studies from Harvard University and his B.A. in Near Eastern Studies from Brandeis University. He also has a certificate in Persian studies from Tehran University. Prior to joining CNA, Dr. Connell served as an intelligence officer in the U.S. Army.



Mr. Francis G. Hoffman

Mr. Francis G. Hoffman came to INSS in June 2011, and was initially Director of NDU Press. Prior to that, he was appointed to the Senior Executive Service and was Deputy Director, Office of Program Appraisal in the Department of the Navy (Aug. 2009- June 2011).

Mr. Hoffman was commissioned as a Second Lieutenant in the U.S. Marine Corps in 1978. From 1978-1983, after graduating both the Basic School and Infantry Officer Course, he served in a variety of line and staff positions in the Second and Third Marine Divisions. He was a Company Commander and Head Tactics Instructor at the School of Infantry at Camp Lejeune in 1980-1982.

From 1983 to 1986, he was assigned to Headquarters Marine Corps and served as a Resource Analyst. He transferred to civilian service, continuing at HQMC until 1991 as a defense analyst. From 1991-1998, he served at the Marine Corps Combat Development Command at Quantico VA as a national security analyst. He represented the Marine Corps on the Defense Science Board and the Commission on Roles and Missions in 1995. Mr. Hoffman was then the Special Assistant to the Commanding General for national security affairs and the Director of the Marine Strategic Studies Group for two years. In 1999 Frank was appointed by the Secretary of Defense to the staff of the U.S. National Security Commission for the 21st Century where he developed the commission's recommendations for the Department of Homeland Security that it proposed.

He served as a Research Fellow at the Center for Emerging Threats and Opportunities at the Marine Warfighting Lab from 2001 to 2008. He was responsible for conducting assessments on future threats. He worked with Joint Forces Command, Allied Command Transformation, and British, Australian and Israeli partners on alternative futures and wargames and experimentation activities. While at Quantico, Mr. Hoffman conducted studies on future threats, developed Service and Joint concepts, and was a member of Strategic Vision Group which wrote the *Marine Corps' Vision and Strategy 2025*. He was also a chapter author for the Army/Marine Corps counterinsurgency doctrine, FM 3-24.

He served on the 2004 Defense Science Board for Post-Conflict Stability Operations and lectured extensively at PME institutions in Japan, Taiwan, Austria, Denmark, Israel and the United Kingdom. He has authored a book (*Decisive Force; The New American Way of War*, 1996), ten book chapters, and 100 essays and articles in foreign policy and academic journals.

Mr. Hoffman graduated from the Wharton School at the University of Pennsylvania (BS, Econ., 1978) and holds graduate degrees from George Mason University (MEd, 1992) and the Naval War College, (M.A., Security Studies, 1994). He has recently completed his M.Phil requirements at Kings College London where he is a candidate for a doctorate in the War Studies Department.

PANEL 6: Forever War: MENA/SA Disorder and its Worldwide Military Implications

CHAIR

Dr. Robert D. Lamb



Dr. Lamb is a visiting research professor at the U.S. Army War College's Strategic Studies Institute (SSI), a nonresident senior fellow (and former director of the Program on Crisis, Conflict, and Cooperation) at the Center for Strategic and International Studies (CSIS), and a nonresident research scholar at the Center for International and Security Studies at the University of Maryland (CISSM).

A former Defense Department strategist, Dr. Lamb studies governance, international development, and conflict with an emphasis on complex crises, informal processes, and hybrid political and economic systems. His research has included the effectiveness of civilian assistance, private-sector development, and stabilization programs in complex environments; gang governance, violence, and legitimacy in the stateless slums of Medellín, Colombia; and subnational governance and stability in Afghanistan and Pakistan. Dr. Lamb owns a private consultancy and advises a sustainable investment firm. He earned a Ph.D. in policy studies from the University of Maryland School of Public Policy in a program combining security, economics, and ethics. He received a B.A. from Gettysburg College, evaluated microdevelopment projects in Nicaragua, covered business and finance as a journalist, and won a 2001 National Press Club award before changing careers after 9/11. He tweets as @robertdalelamb and can be reached at bob@rdlamb.com.

PANELISTS



Mr. David W. Lamm

David W. Lamm, a native of Hamburg, New York, is a Distinguished Military Graduate of Canisius College in Buffalo and was commissioned in 1977. As of October 2013, Mr. Lamm assumed the duties as the Deputy Director of the NESA Center in 2010 after serving as the Chief of Staff (2007-2009).

Mr Lamm held a variety of staff and command positions, beginning his career as a Rifle Platoon Leader, Support Platoon Leader, and Battalion Logistics Officer with the 3rd Battalion, 6th Infantry, Berlin Brigade. From 1981-1985 he was assigned to the 82nd Airborne Division, serving consecutively as a Company Commander; Commander, Headquarters and Headquarters Company; and Brigade Adjutant. Mr. Lamm then served as a Battalion and Brigade Operations Officer in the 504th Parachute Infantry Regiment, 82nd Airborne Division from 1991-1993 and as Chief of Training, XVIII Airborne Corps from 1993-1994. He commanded Phantom Command, III Corps and Fort Hood from 1994-1996 and was the Secretary of the General Staff, III Corps and Fort Hood in 1997.

He was the Commander, U.S. Army Central Command, Kuwait (2000-2002) and then the Chief of Staff, Combined Forces Command – Afghanistan (2004-2005). From 2006-2007 he served consecutively as the Director for Afghanistan (Office of the Secretary of Defense) and as the Interagency Coordinator for the Defense Policy Analysis Office, (Office of the Secretary of Defense). On the academic side, Mr. Lamm completed course work for a doctorate at Duke University (1985-1990) and served as an Assistant Professor of History at the United States Military Academy at West Point. During 2003, he served as Professor of Strategy at the National War College (National Defense University). He is a graduate of the U.S. Army War College.



Professor Shibley Telhami

Shibley Telhami is the Anwar Sadat Professor for Peace and Development at the University of Maryland and a nonresident senior fellow at the Brookings Institution. His best-selling book, *The Stakes: America and the Middle East*, was selected by *Foreign Affairs* as one of the top five books on the Middle East in 2003. In addition, his most recent book, *The World Through Arab Eyes: Arab Public Opinion and the Reshaping of the Middle East*, was published in 2013. Telhami was selected by the Carnegie Corporation of New York along with the *New York Times* as one of the "Great Immigrants" for 2013. Telhami is a recipient of the Excellence in Public Service Award, awarded by the University System of Maryland Board of Regents in 2006, and the University of Maryland's Honors College 2014 Outstanding Faculty Award



Dr. Joshua Landis

Dr. Joshua Landis is Director of the Center for Middle East Studies and Associate Professor at the University of Oklahoma's College of international Studies.

He writes "Syria Comment," a daily newsletter on Syrian politics that attracts over 100,000 readers a month. Dr. Landis travels frequently to Washington DC to consult with government agencies and speak at think tanks. Most recently he has spoken at the Woodrow Wilson Institute, Brookings Institute, USIP, Middle East Institute, and Council on Foreign Relations.

He was educated at Swarthmore (BA), Harvard (MA), and Princeton (PhD). He has lived over 14 years in the Middle East and speaks Arabic and French fluently. He has lived four years in Syria, and spent most summers in Damascus until the revolution began.

He is a frequent analyst on TV and radio. (See: Landis in the News) Most recently he has appeared on PBS News Hour,

BANQUET ADDRESS: Strategic Planning Priorities Through 2025



The Honorable Robert Scher

Mr. Robert Scher was appointed as the first Assistant Secretary of Defense for the new Office of Strategy, Plans, and Capabilities in December 2014. Mr. Scher is responsible for advising the Secretary of Defense and the Under Secretary of Defense for Policy on: national security and defense strategy; the forces and contingency plans necessary to implement defense strategy; nuclear deterrence and missile defense policy; and security cooperation plans and policies.

Mr. Robert Scher previously served as the Deputy Assistant Secretary of Defense for Plans within the Office of the Deputy Under Secretary of Defense for Strategy, Plans, and Forces. In this role, he oversaw the development of guidance for military campaign and contingency plans, the processes for reviewing and assessing these plans, and the development and implementation of U.S. global defense posture. Prior to serving as DASD Plans, Mr. Scher was the Deputy Assistant Secretary for South and Southeast Asia within the Office of the Assistant Secretary of Defense for Asian and Pacific Security Affairs. In this capacity, Mr. Scher served as the principal advisor to senior leadership within the Department of Defense for all South and Southeast Asia policy matters pertaining to strategies and plans, including international strategy development, and implementation. He was responsible for managing the bilateral security relationships with the nations of this region and spearheaded DoD participation in regional multilateral fora.

Prior to his first appointment in 2009, Mr. Scher was an associate at the consulting firm of Booz Allen Hamilton where he led efforts to assist Asian nations in improving their defense and national security decision making processes. He also led analytical efforts supporting the Office of the Secretary of Defense (OSD) on strategy development and Asia-related issues. Earlier, Mr. Scher worked for 15 years in the Departments of Defense and State, and held numerous posts covering Asian security and defense policy issues. He served as Chief-of-Staff to the Deputy Under Secretary of Defense for Asian and Pacific Affairs in the Office of the Secretary of Defense, overseeing the operation of the OSD office responsible for bilateral and multilateral security relations in Asia. Additionally, Mr. Scher helped develop the strategic basis for U.S. defense strategy, participating in the oversight of the 1993 Bottom-Up Review and the 1997 Quadrennial Defense Review. He co-authored Presidential Decision Directive-56 on conducting complex contingency operations, and was involved in planning for U.S. support to operations ranging from Iraqi election support to deploying U.S. forces to East Timor and the southern Philippines. While at the Department of State, he served on the Secretary's Policy Planning Staff providing advice on Asia, counterterrorism and political military affairs. Mr. Scher entered government service through the Presidential Management Fellowship Program.

Mr. Scher has a Bachelor of Arts from Swarthmore College, conferred with High Honors, and a Masters of International Affairs from Columbia University's School of International and Public Affairs, where he was awarded a DuPont International Affairs Fellowship.

MORNING ADDRESS: Partners & Allies: Maximizing the Opportunities



Mr. Steve McCarthy

Steve McCarthy was appointed Minister (Defence Materiel) at the British Embassy in Washington in September 2014. Jointly with the Defence Attaché, he is responsible for all aspects of the UK-US defence relationship.

In his previous role, from February 2011, he was Director International Security Policy in the UK Ministry of Defence (MOD), responsible for UK international defence policy, including NATO, EU, UN and bilateral defence relations with nations in North America, Europe and the Asia-Pacific region.

Formerly Chief of Staff of the MOD Defence Equipment and Support organisation (DE&S), responsible for corporate governance, planning, performance management, communications and change, from 2008 –2010 he led the delivery of a major change programme which delivered over £250m of savings, and a reduction of 7,000 DE&S posts.

In 2007, Steve led the UK MOD contribution to the successful negotiation of a Defence Trade Co-operation Treaty with the US Government.

From July 2006 he became Joint Programme Manager for the programme to merge the DPA with the Defence Logistics Organisation and launch DE&S, bringing together of 29,000 people into a single organisation, having previously been Secretary DPA for four years, supporting the Agency Executive Board in developing and managing the Agency and promoting their external relations, including with Parliament and the media.

Steve previously served in the British Embassy in Washington from 1998 - 2002, when he was responsible for supporting US/UK defence equipment and defence industrial co-operation.

In his earlier career, Steve filled a range of other posts since joining the UK MOD in 1977, mostly relating to international affairs or acquisition policy. He has also worked in the Private Offices of the Defence Secretary and of the Chief of Defence Procurement.

Steve was born in Surrey is married to Dawn. His interests include military history, palaeontology, gardening and (watching) sport.

PANEL 7: Gray Swans, Black Swans, and Future Regret CHAIR

Dr. Steven Metz



Dr. Steven Metz is Director of Research at the Strategic Studies Institute. He also serves as the research director for the Joint Strategic Landpower Task Force, and co-director of SSI's Future of American Strategy Project. He has been with SSI since 1993, previously serving as Henry L. Stimson Professor of Military Studies and Chairman of the Regional Strategy Department.

Dr. Metz has also been on the faculty of the Air War College, the U.S. Army Command and General Staff College, and several universities. He has been an advisor to political campaigns and elements of the intelligence community; served on national security policy task forces; testified in both houses of Congress; and spoken on military and security issues around the world.

He is the author of more than 100 publications including articles in journals such as *Washington Quarterly*, *Joint Force Quarterly*, *The National Interest*, *Defence Studies*, and *Current History*. Dr. Metz's research has taken him to 30 countries, including Iraq immediately after the collapse of the Hussein regime. He writes a weekly column on security and defense for *World Politics Review*. He is the author of *Iraq and the Evolution of American Strategy*. Dr. Metz holds a Ph.D. from the Johns Hopkins University, and an M.A. and B.A. from the University of South Carolina.

PANELISTS



Mr. Dan Flynn

Dan Flynn is the Director of the Global Security Program for the National Intelligence Council's Strategic Futures Group. In this position, he is responsible for leading national-level, interagency projects to provide senior US policymakers, defense officials, and warfighters assessments of long-term and crosscutting military-security issues. He is also responsible for leading the National Intelligence Council's strategic analytic gaming exercises to assess emerging national security issues. His work has informed the development of US national security and defense strategies. He has worked closely with the Office of the Secretary of Defense, the Joint Staff, and the Combatant Commands in support of US military planning efforts. He has also served as an advisor to several Defense Science Board studies. As part of his duties, Dan Flynn is involved in the development of the National Intelligence Council's Global Trends report, including the last two reports: *Global Trends 2025—A Transformed World* and *Global Trends 2030—Alternative Worlds*. From 2004 to 2005, Dan Flynn served as a senior staff member to The President's Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction ("The Robb-Silberman WMD Commission"). His duties included leading the Commission's research on the capabilities the US Intelligence Community to support future US military operations, perform strategic assessments, and conduct scientific and technical analysis. His work led to several of the Commission's recommendations for intelligence reform. Prior to joining the National Intelligence Council, Dan Flynn held a number of assignments in the Intelligence Community as an analyst and manager responsible for the analysis of foreign weapons, technologies, and military innovations.



Dr. Michael C. Horowitz

Dr. Michael C. Horowitz is an associate professor of political science at the University of Pennsylvania. He is the author of the award-winning book, *The Diffusion of Military Power: Causes and Consequences for International Politics*. His research interests include military innovation, the future of war, forecasting, the role of leaders in international politics, and the relationship between religion and international politics. He has published in a wide array of peer reviewed journals, as well as more popular outlets such as Politico and Foreign Policy. He is also an investigator on the Good Judgment Project. Professor Horowitz spent 2013 working for the Office of the Undersecretary of Defense for Policy in the Department of Defense as an International Affairs Fellow, funded by the Council on Foreign Relations. He is affiliated with the Foreign Policy Research Institute, the Center for Strategic and International Studies, and the Center for a New American Security. He is also a Term Member of the Council on Foreign Relations and a member of the International Institute for Strategic Studies. He has held fellowships at the Weatherhead Center, Olin Institute, and Belfer Center at Harvard, where he received his PhD in Government. Professor Horowitz received his BA in political science from Emory University.



Dr. Maura Sullivan

Maura Sullivan is currently serving as the Chief of Strategy and Innovation for Department of Navy DUSN (Management). In this role she leads the organization responsible for defining the future of the Navy management enterprise and improving performance by harnessing emerging technologies, championing innovation, and rethinking business models and organizational structures.

Prior to this she was a White House Fellow advising the Secretary of the Navy on technology and energy issues and led the restructuring of the Department of Navy CIO, business operations, and administrative organizations.

Previously, she led development for a strategic startup within the global catastrophe risk company, RMS, charged with developing software and consulting solutions for managing complex systemic risks in life and health markets. She advised the financial and insurance industry on mortality-causing catastrophic events, such as infectious disease pandemics, earthquakes, and terrorist attacks, and was part of a taskforce charged with developing financial risk regulations in Europe. She created medical models that assessed the impacts of changes in society, policy, and medical technology on longevity, and assists financial institutions in offsetting their mortality and longevity risk internally and by transferring the risk to the capital markets.

Maura Sullivan was active in community activities related to emergency response, disasters, and technology entrepreneurship. She is a canine search and rescue handler specializing in wilderness rescue for the California Rescue Dog Association and Yosemite National Park. She earned a Ph.D. in epidemiology from Emory University, focused in spatial statistical modeling, and a B.S. and M.S. in earth systems from Stanford University, focusing in energy engineering and climate modeling.



Dr. Nadia Schadlow

Dr. Nadia Schadlow is a senior program officer at the Smith Richardson Foundation, where she identifies strategic issues that warrant further attention from the U.S. policy community and manages and develops programs and projects related to these issues. She has helped to create grant portfolios on key topics, including improving the U.S. military's approach to stability and reconstruction operations; building and strengthening networks of moderates in key Muslim-majority countries; understanding the challenges posed by Islamist radicalization; and challenging traditional approaches to foreign aid and development by emphasizing models that recognize the importance of local actors. She served on the Defense Policy Board from September 2006-June 2009; and is a full member of the Council on Foreign Relations. Dr. Schadlow's dissertation, "War and the Art of Governance: The U.S. Army's Role in Military Government from the Mexican War to Operation Just Cause," examined 13 cases of the U.S. Army's experiences with political and economic reconstruction. She continues to write on issues related to defense policy and the Army—particularly its role in governance and stability and reconstruction operations. Her articles have appeared in *Parameters*, *The American Interest*, *the Wall Street Journal*, *Philanthropy*, and several edited volumes. Dr. Schadlow holds a B.A. degree in government and Soviet studies from Cornell University and M.A. and Ph.D. degrees from the John Hopkins Nitze School of Advanced International Studies (SAIS).

NOONTIME LECTURES

Lecture #1 New Frontiers: Climate Change, Public Health, and the Impact of DOD Missions



Ms. Maureen Sullivan

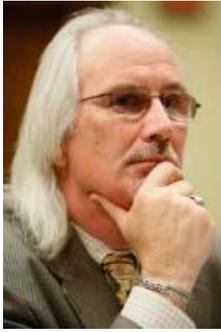
Ms. Sullivan is the Director of Environment, Safety & Occupational Health in the Office of the Assistant Secretary of Defense (Energy, Installations & Environment). She is responsible for DoD's policies and programs related to compliance with environmental laws; accounting for greenhouse gases; management of natural and cultural resources; cleanup of contaminated sites; safety & occupational health; fire and emergency services; green/sustainable buildings; installation emergency management; international environmental compliance and cleanup efforts; climate change adaptation planning; strategic sustainability planning; planning to address emerging contaminants; and international defense environmental cooperation. Ms. Sullivan is also responsible for the DoD Native American program. She oversees the Armed Forces Pest Management Board and the Department of Defense Explosives Safety Board. Ms. Sullivan is the Department of Defense Federal Preservation Officer and represents the Secretary of Defense on the President's Advisory Council on Historic Preservation. Ms. Sullivan is a member of the General Services Administration's Green Building Advisory Committee. She also represents the Department of Defense on the White House Climate and Natural Resources Working Group and the White House Pollinator Task Force.

For the past 23 years, Ms. Sullivan has served in various leadership positions as a member of the Office of the Secretary of Defense environmental staff, and possesses wide ranging experience in numerous DoD environmental programs to include Pollution Prevention, Environmental Compliance, Historic Preservation, and the Clean Air Act.

From 2013 thru 2014, Ms. Sullivan served as the DoD member of the Federal Interagency Floodplain Management Task Force. From 2009 to 2012, Ms. Sullivan served as the Department of Defense member of the White House Interagency Climate Change Adaptation Task Force. She served as the DoD representative to the Office of Management and Budget Interagency Panel which negotiated the final Ozone and Particulate Matter National Ambient Air Quality Standards in 1997. She also served as the DoD Liaison to the President Clinton's Council on Sustainable Development.

Ms. Sullivan was a member of the team that authored Executive Order 13148, "Greening the Government Through Leadership in Environmental Management," which President Clinton signed on April 22, 2000. She also helped draft Executive Order 12856, "Federal Compliance with Right-to-Know Laws and Pollution Prevention Requirements." After President Clinton signed Executive Order 12856, she was detailed to the Office of the Administrator, Environmental Protection Agency, to guide initial implementation.

Her total DoD career spans 34 years. Prior to joining the Office of the Secretary of Defense, she held positions with the Defense Logistics Agency in Virginia, Michigan, Ohio and Germany where she worked in hazardous waste management, international environmental activities and pollution prevention. Ms. Sullivan has been a member of the Senior Executive Service since 2008. Ms. Sullivan holds a Bachelor of Science in Natural Resource Economics from the University of Massachusetts at Amherst.



Dr. Dennis Carroll

Dr. Dennis Carroll currently serves as the Director of the Avian Influenza and other Emerging Threats Unit for the U.S. Agency for International Development (USAID). In this position Dr. Carroll is responsible for providing strategic and operational leadership for the Agency's programs addressing new and emerging disease threats, which has included leading the Agency's response to the H5N1 avian influenza and H1N1 pandemic viral threats. He is presently coordinating the roll-out of USAID's new Emerging Pandemic Threats program – a global effort to combat new disease threats before they can spark future pandemics.

Dr. Carroll has a doctorate in biomedical research with a special focus in tropical infectious diseases from the University of Massachusetts at Amherst. He was a Research Scientist at Cold Spring Harbor Laboratory where he studied the molecular mechanics of viral infection. Dr. Carroll has received awards from both CDC and USAID, including the 2006 *USAID Science and Technology Award* for his work on malaria and avian influenza, and the 2008 *Administrator's Management Innovation Award* for his management of the Agency's Avian and Pandemic Influenza program.

LECTURE #2 Defense Challenges in Cyberspace and the Electromagnetic Spectrum



Professor William Waddell

William O. (Bill) Waddell is the director of the Mission Command and Cyberspace Division (MCCD) at The United States Army War College (USAWC) in Carlisle, PA, specializing in strategic Cyberspace Operations, Mission Command, Network Centric Warfare and Information Operations, and serving as faculty instructor and academic advisor to Army War College students. In the area of Cyberspace, Mr Waddell directs the development of strategic cyberspace academics and experiential learning for government and military students at the USAWC, working closely with the Army Cyber and US Cyber Commands. He has been directly responsible for a series of workshops at the Army War College in the area of Cyberspace education and future planning. He also leads the Cyber Working Group across the USAWC campus.

Mr Waddell serves as an adjunct professor of Cyber Security at the University of Maryland, Baltimore County teaching Global Cyber Issues and Cyber Warfare to Masters level students. Additionally, he has served as adjunct professor at the National Defense and Air Universities, providing teaching support to their academic programs in the area of information in warfare. Mr Waddell is a retired naval aviator, having served in a variety of squadron and staff positions in the areas of air operations and anti-submarine warfare. He joined the faculty of The Army War College in 1994, teaching C2 systems and theory, expanding to additional focus areas in the application of information in warfare. He assumed the position of Director, MCCD in 2005, expanding the organization to include Cyberspace Operations in 2008.

Mr Waddell is a graduate of the Naval War College where he earned a Master of Arts Degree in National Security and Strategic Studies, a graduate of Salve Regina University with a Masters of Arts in International Relations, and a graduate of the University of Wisconsin-LaCrosse with a Bachelor of Science degree in education.



Dr. Jeff Groh

Dr. Jeff Groh is a Professor of Information and Technology in Warfare, Department of Distance Education, at the U.S. Army War College. His areas of expertise are Senior Leader Education, Operational and Strategic Planning, Cyberspace Operations, Information Systems and Communication, Knowledge Management, and Educational Technology.

Dr. Groh spent 30 years as an armor cavalry officer and Foreign Area officer (Western Europe). His final duty was in the Joint Chiefs of Staff, J-5, Western Europe and NATO Policy division before assignment at the U.S. Army War College. After retiring from the U.S. Army as a Colonel, the U.S. Army War College selected Dr. Groh to be a Professor and Course Director in the U.S. Army War College Department of Distance Education to teach Contemporary Security Issues. Dr. Groh graduated from the United States Military Academy, receiving a Bachelor of Science degree. He earned a masters degree from the Naval Postgraduate School in Monterey California in National Security Affairs. He received a doctorate from Robert Morris University in Information Systems and Communication was a National Security Management Fellow at the Maxwell School of Syracuse University.



COL Charles Grindle

Colonel Grindle is an active duty Army officer who serves in the Department of Distance Education (DDE), Second Year Studies as a faculty instructor and Director, Instructional Support Group. He holds a Bachelor of Arts Degree in Business/Computer Science from Washington and Jefferson College, a Master of Science in Information Science from the University of Pittsburgh, a Master of Strategic Studies Degree from the U.S. Army War College (USAWC) and Doctorate of Philosophy in Information Science from the University of Pittsburgh. He is also a graduate of the U.S. Army Command and General Staff College.

COL Grindle is a Field Artillery Officer who transitioned into his Functional Area 53 (Systems Automation) in 1997 and has over 26 years of service. Colonel Grindle has held numerous leadership and staff positions including Commander Charlie 3-16 FA, Director of Strategic Systems, USAWC, Information Systems Management Director, Camp Arifijan, Kuwait, Deputy CIO, USAWC and CIO/G6 United States Military Academy. His assignments include tours with the 5th Infantry Division, 2nd Armored Division, 4th Infantry Division, US Army War College, 3rd Army and the United States Military Academy, West Point.

LECTURE #3 Economy of Force? Security Challenges In and From the Americas and Africa



Mr. Richard Downie

Richard Downie is deputy director and fellow with the CSIS Africa Program, based in Washington, DC. In this role, he analyzes emerging political, economic, social, and security trends in sub-Saharan Africa with the aim of informing U.S. policymakers, the U.S. military, and members of Congress.

Downie joined CSIS following a decade-long career in journalism. He was a reporter for several newspapers in the United Kingdom before joining the British Broadcasting Corporation (BBC), where he worked as a senior broadcast journalist covering the leading international stories of the day for radio and television.

Since then, he has conducted research and completed writing projects on Africa for the Council on Foreign Relations and the U.S. Institute of Peace. He is a contributor to the Africa section of Freedom House's annual report, *Freedom In the World*. He is a frequent commentator on Africa issues for the BBC, Al Jazeera, CNN, and other international media. He teaches seminars on U.S. foreign policy in Africa at the Africa Center for Strategic Studies, part of the National Defense University; and the State Department's Foreign Service Institute. Downie holds a master's degree in international public policy from the Johns Hopkins School of Advanced International Studies (SAIS) and a B.A. in modern history from Oxford University.



Dr. R. Evan Ellis

Dr. Evan Ellis is a research professor of Latin American Studies at the U.S. Army War College Strategic Studies Institute with a research focus on the region's relationships with China and other non-Western Hemisphere actors.

Dr. Ellis has published over 90 works, including the 2009 book *China in Latin America: The Whats and Wherefores*, the 2013 book *The Strategic Dimension of Chinese Engagement with Latin America*, and the 2014 book, *China on the*

Ground in Latin America.

Dr. Ellis has presented his work in a broad range of business and government forums in 25 countries. He has given testimony on Chinese activities in Latin America to the US Congress, and has discussed his work regarding China and other external actors in Latin America on a broad range of radio and television programs, including CNN International, CNN En Español, The John Bachelor Show, Voice of America, and Radio Marti, and has. Dr. Ellis is cited regularly in the print media in both the US and Latin America for his work in this area, including the *Washington Times*, *Bloomberg*, *America Economia*, *DEF*, and *InfoBAE*. Dr. Ellis holds a PhD in political science with a specialization in comparative politics.

LECTURE #4 Homeland Security and the Post-9/11 World



Professor Bert Tussing

Professor Tussing is Director of the Homeland Defense and Security Issues Group, Center for Strategic Leadership and Development. The son of a career Naval Officer, he graduated with honors from The Citadel in 1975 and was commissioned a Second Lieutenant in the United States Marine Corps. During a 24 year career in the Marines, Professor Tussing served operationally with the 2nd Marine Aircraft Wing; the 2nd Marine Division; Marine Aviation Weapons and Tactics Squadron One; Marine Helicopter Squadron One (where

he was designated a Presidential Command Pilot); and with the 22nd Marine Expeditionary Unit (Special Operations Capable). Over the course of his career he participated in multiple humanitarian relief exercises in the Caribbean; Operation Urgent Fury in Grenada; operations as a part of the Multinational Force in Beirut; Operations Provide Promise and Deny Flight in Bosnia; and the final withdrawal of U.S. forces from Somalia.

Following his operational assignments, Tussing was assigned to the Pentagon where he served as Marine Corps Analyst to the Secretary of the Navy in the Office of Program Appraisal. While there, he participated in the Secretary of the Navy's focus group for the Commission on Roles and Missions of the Armed Forces, and served as a consultant on the Defense Science Board on "Tactics and Techniques for the 21st Century." Professor Tussing was subsequently selected for a Brookings Legislative Fellowship, through which he served on the staff of the Chairman of the House Armed Services Committee's Personnel Subcommittee. Following the fellowship, he assumed duties as Deputy Legislative Assistant to the Chairman of the Joint Chiefs of Staff.

Professor Tussing joined the United States Army War College's Center for Strategic Leadership and Development in October of 1999. His focus areas include Homeland Defense, Homeland Security, Terrorism, and Civil-Military Relations. Since the spring of 2001 he has led and served in multiple forums and studies focused on homeland defense, homeland security, and military support of civil authorities. He has served on three Defense Science Boards and has hosted, organized and facilitated numerous symposiums and workshops dedicated to domestic security in support of the Department of Homeland Security, the Office of the Assistant Secretary of Defense for Homeland Defense, the United States Northern Command, and the National Guard Bureau. In 2010 he established the International Resilience Research Network in partnership with the Homeland Security Studies and Analysis Institute and Israel's Institute for National Security Studies. Professor Tussing is a senior fellow of George Washington University's Homeland Security Policy Institute; a member of the Board of Experts for UC-Irvin's Center for Unconventional Security Affairs; on the Homeland Defense and Security Advisory Board of Penn State University; on the Homeland Defense Advisory Board for the Command and General Staff College and Kansas State University; a senior fellow of Long Island University's Homeland Security Management Institute; and a Visiting Professor at the George C. Marshall European Center for Security Studies.

Professor Tussing was a Distinguished Graduate of the Marine Corps Command and Staff College and a fellow in the Massachusetts Institute of Technology's Center for International Studies (Seminar XXI). He is a graduate (with Highest Distinction) of the United States Naval War College, from which he was awarded a Masters Degree in National Security and Strategic Studies; and the United States Army War College, from which he received a Masters Degree in Strategic Studies. In 2014 he was made a full Professor at the United States Army War College, and was awarded an Honorary Doctorate of Letters from Northwestern State University for his contributions to homeland security, homeland defense, and education surrounding those regimes.



Mr. Christian Beckner

Christian Beckner is the Deputy Director of the Center for Cyber & Homeland Security at the George Washington University. He began working at GWU in 2013, after serving for six years on the staff of the Senate Homeland Security and Governmental Affairs Committee, working for the Committee's chairman, Sen. Joseph I. Lieberman, including as an Associate Staff Director in 2011-2012. While working on the Committee staff, he was responsible for a variety of intelligence and information sharing issues and for DHS budget, management and strategy-related issues. Prior to working at the Senate, he served in homeland security-related positions at the Center for Strategic and International Studies (CSIS), IBM, and The O'Gara Company. Christian has an MBA and M.S. in Foreign Service from Georgetown University and a B.A. in International Relations and English from Stanford University.

LECTURE #5 New Defense Technologies and Their Impact on Performance



Mr. Paul Scharre

Paul Scharre is a Fellow and Director of the **20YY Warfare Initiative** at the Center for a New American Security. From 2008-2013, Mr. Scharre worked in the Office of the Secretary of Defense (OSD) where he played a leading role in establishing policies on unmanned and autonomous systems and emerging weapons technologies. Mr. Scharre led the DoD working group that drafted DoD Directive 3000.09, establishing the Department's policies on autonomy in weapon systems. Mr. Scharre also led DoD efforts to establish policies on intelligence, surveillance, and reconnaissance (ISR) programs and directed energy technologies. Mr. Scharre was involved in the drafting of policy guidance in the 2012 Defense Strategic Guidance, 2010 Quadrennial Defense Review, and Secretary-level planning guidance. His most recent position was Special Assistant to the Under Secretary of Defense for Policy.

Prior to joining OSD, Mr. Scharre served as a special operations reconnaissance team leader in the Army's 3rd Ranger Battalion and completed multiple tours to Iraq and Afghanistan. He is a graduate of the Army's Airborne, Ranger, and Sniper Schools and Honor Graduate of the 75th Ranger Regiment's Ranger Indoctrination Program.

Mr. Scharre has published articles in Proceedings, Armed Forces Journal, Joint Force Quarterly, Military Review, and in academic technical journals. He has presented at National Defense University and other defense-related conferences on defense institution building, ISR, autonomous and unmanned systems, hybrid warfare, and the Iraq war. Mr. Scharre holds an M.A. in Political Economy and Public Policy and a B.S. in Physics, cum laude, both from Washington University in St. Louis.



Mr. Andrew Herr

Andrew Herr founded and manages Helicase LLC and Mind+Matter LLC. He is also an Adjunct Professor of Security Studies at Georgetown University. Helicase is a consulting firm serving corporate and government clients with core areas of expertise in emerging and potentially disruptive technologies, corporate strategy and structure, and optimizing human performance. Mind+Matter is a performance, productivity, and wellbeing consulting company which uses nutrition and lifestyle to enhance clients' minds and bodies through its NutriINT program. At Georgetown, Andrew teaches on unconventional weapons technology with a 'hands-on' bent.

Prior to his current positions, Andrew was the Principal Investigator for Defense & Human Performance at Scitor Corporation, regularly taught courses on optimizing performance to civilians preparing for deployment to Afghanistan, was a Next Generation Fellow at the Center for a New American Security, and worked with U.S. government agencies in a variety of capacities, ranging from policy development to prototype design and testing. He has experience in both biology and physics laboratories, where he worked on hepatitis B drug development, nuclear weapons detection, and radiation dosimetry.

Panel 8 Senior Advisor Roundtable – Choices and Risk: key Principles for Defense Planning

CHAIR

Mr. Nathan P. Freier



Nathan Freier assumed duties as an Associate Professor of National Security Studies with the Strategic Studies Institute in August 2013. Mr. Freier came to SSI after five years with the Center for Strategic and International Studies (CSIS) where he was a senior fellow in the International Security Program. Mr. Freier joined CSIS in April 2008 after completing a 20-year career in the U.S. Army. From August 2008 to July 2012, Mr. Freier also served as a visiting research professor in strategy, policy, and risk assessment at the U.S. Army War College's Peacekeeping and Stability Operations Institute under the provisions of the Inter-Governmental Personnel Act. His last military

assignment was as director of national security affairs at SSI.

Mr. Freier twice deployed to Iraq as a military officer. From January to July 2005, he served in the Strategy, Plans, and Assessments Directorate of Headquarters, Multi-National Force–Iraq, and from May to August 2007, he served as a special assistant to the commander, Multi-National Corps–Iraq. Among his research interests and areas of expertise are defense and military strategy and policy development; strategic net and risk assessment; unconventional and hybrid threats and conflicts; and anti-access/area denial challenges. He holds masters' degrees in both international relations and politics and is a graduate of the U.S. Army's Command and General Staff College

PANELISTS



The Honorable Franklin D. Kramer

Franklin D. Kramer is a national security and international affairs expert, and has multiple appointments, including as a member of the Atlantic Council Board of Directors and also a member of its Strategic Advisors Group.

Kramer has been a senior political appointee in two administrations, including as assistant secretary of defense for international security affairs for President Clinton, Secretary Perry, and Secretary Cohen; and as principal deputy

assistant secretary of defense for international security affairs.

In the nonprofit world, Kramer is a distinguished fellow at CNA, which operates the Center for Naval Analysis and the Institute for Public Research; is chairman of the board of the World Affairs Council of Washington, DC; is a capstone professor at the Elliott School of International Affairs at The George Washington University; and has been a distinguished research fellow at the Center for Technology and National Security Policy of the National Defense University. In the private sector, Kramer is a director and consultant and has been a partner at the law firm of Shea and Gardner. Among his current activities, Kramer is the principal editor and has written several chapters for the book *Cyberpower and National Security*, led the study on and is the principal author of *Civil Power in Irregular Conflict*, and is the coauthor and was co-project director of *Transatlantic Cooperation for Sustainable Energy Security*. At The George Washington University, he teaches a course entitled "The Department of Defense and Winning Modern War." He has written numerous articles on international affairs. Kramer received a BA *cum laude* from Yale University and a JD *magna cum laude* from Harvard Law School.



Lt Gen (Ret) Christopher D. Miller, USAF

Lt Gen Christopher D. Miller retired from the US Air Force in 2013 and currently serves as Distinguished Graduate Scholar at the USAF Academy's Center for Character and Leadership Development. His last active military position was as the Air Force's Deputy Chief of Staff for Strategic Plans and Programs, where he was responsible for long-range force planning, led the development of several five-year, \$600+ billion USAF budgets, and represented the Air Force in senior DoD resource, requirement and strategy bodies and the US Congress. General Miller's joint leadership includes duty as Director, Plans, Policy and Strategy (J5) for U.S. Northern Command and the North American Aerospace Defense Command, where he led the rapid evolution of US and Canadian homeland defense and civil support planning, along with significant expansion of military relationships with the Mexican armed forces. As Air Component Coordination Element Director to two combined joint task forces in Afghanistan, he ensured effective airpower operations as part of US and ISAF campaigns. While serving as a defense policy advisor to the US Ambassador to NATO, he directly supported the initial round of NATO enlargement and was a key US contributor to negotiation of the 1999 NATO Strategic Concept. His operational background includes expeditionary wing command as the senior USAF commander on the ground in Afghanistan; and command of America's only B-2 wing at Whiteman AFB, Missouri. He was part of the initial operational cadre for the B-1B, with bomber flying and command assignments in both conventional and nuclear missions spanning from the Cold War through 2006. He began his aviation service as a T-38 pilot training instructor. He served multiple headquarters tours in strategy, plans and international relations positions, and on the personal staff of the Secretary of the Air Force; oversaw development and stationing of 350,000+ Airmen as Director of Assignments at the Air Force Personnel Center; and served as a Military Fellow at the Council on Foreign Relations, New York, in 2001-2002. He is a distinguished graduate of the U.S. Air Force Academy, was the top graduate in his class at the College of Naval Command & Staff, earned a master's degree in International Relations as a Rhodes scholar at Oxford University, is a graduate of the George C. Marshall Center. He is a member of the Council on Foreign Relations.



LTG (Ret) Terry Wolff, USA

Lieutenant General (Ret) Wolff joins NESAs after serving as the Director of Strategic Plans and Policy, J-5 for the Joint Staff from September 2011 until December 2013. He retired in February after completing over 34 years of service. LTG (Ret) Wolff commanded at every level from platoon to armored division. He spent nearly ten years in Germany (1983-86; 91-95; 1999-2000; 2009-11) and served three tours in Iraq (2003; 2006-07; 2010) commanding the 2nd Armored Cavalry Regiment, the Coalition Military Assistance Training Team, and the United States Division-Center. Seven of the last ten years were spent in Washington, D.C. working military strategy and policy matters as well as interagency affairs: first on the Joint Staff as a Colonel; then nearly two years on the National Security Council as a Special Assistant to the President and Senior Director for Iraq and Afghanistan; and over two years as the Joint Staff J5. Commissioned from the Military Academy in 1979 with a BS in Engineering, he has Masters Degrees in International Affairs from Catholic University, the School of Advanced Military Studies at Fort Leavenworth and the Naval War College.



Lt Gen (Ret) Wallace "Chip" Gregson, Jr. USMC

Lieutenant General Wallace C. Gregson, Jr., is Senior Director, China and the Pacific at the Center for the National Interest. He retired from the Marine Corps in 2005 with the rank of Lieutenant General. He last served as the Commander, U.S. Marine Corps Forces Pacific; Commanding General, Fleet Marine Force, Pacific; and Commander, U.S. Marine Corps Bases, Pacific, headquartered at Camp H. M. Smith, Hawaii. General Gregson is a 1968 graduate of the U.S. Naval Academy. After The Basic School, he served with the 1st Reconnaissance Battalion, 1st Marine Division in the Republic of Vietnam from February 1969 to August 1970. Operational assignments included infantry battalion executive officer, division staff duty, headquarters battalion executive officer, operations officer (G-3) of I Marine Expeditionary Force, and assistant operations officer (J-3A) of Unified Task Force Somalia during Operation Restore Hope. He has commanded an infantry company; Headquarters Battalion, 1st Marine Division; 1st Battalion, 5th Marines; 7th Marine Regiment; and 3d Marine Division. From 2001 to 2005 he served as Commanding General, III Marine Expeditionary Force, and Commander, Marine Corps Bases, Japan and Commander, Marine Forces, Japan.

Supporting establishment duties included S-4 of a recruit training battalion, aide-de-camp, recruit training company commander, recruiting station executive officer, company commander of a combined platoon leader's class, and operations officer for a recruiting district. Marine Corps Headquarters duties included program development officer, coordinator for roles and missions, and Assistant Deputy Commandant for Plans. External duties include military observer with the United Nations Truce Supervision Organization in Egypt, Deputy for Marine Corps Matters in the Secretary of the Navy's Office of Program Appraisal, and Executive/Military Assistant to the Director of Central Intelligence. In his last Washington Marine Corps assignment, he served as Director, Asia and Pacific Affairs, in the Office of the Undersecretary of Defense for Policy.

Professional military education assignments after The Basic School included the U.S. Army Infantry Officers Advanced Course, Marine Corps Command and Staff College, the Naval War College, and a tour as a Military Fellow with the Council on Foreign Relations. He is a distinguished graduate of the Infantry Officers Advanced Course and the Naval War College. Civilian education includes a bachelor's degree from the U.S. Naval Academy, master's degrees in strategic planning from the Naval War College and international relations from Salve Regina College. He was awarded an Honorary Doctorate in Public Service by the University of Maryland.

Following retirement, he joined the U.S. Olympic Committee as Chief Operating Officer. In 2006 he formed his own consulting company. On 13 May 2009, following Senate confirmation, he assumed responsibility as Assistant Secretary of Defense for Asian and Pacific Security Affairs, a post he held until 2 April 2011. He is now in business as President of WC Gregson & Associates, and a Senior Fellow with Avascent International, and CNA Analysis and Solutions.

He is a member of the Marine Corps Association, the U.S. Naval Institute and the Council on Foreign Relations. He is a past Trustee of the Marine Corps University Foundation, and a former Director of the Injured Marine Semper Fi Fund. He is an Honorary Adviser to the Okinawa Development International Council. He and his wife Cindy reside in Falls Church, VA.



Dr. Peter W. Singer

The author of multiple award-winning books, he is considered one of the world's leading experts on 21st century security issues. He has been named by the Smithsonian Institution-National Portrait Gallery as one of the 100 leading innovators in the nation, by Defense News as one of the 100 most influential people in defense issues, and by Foreign Policy magazine to their Top 100 Global Thinkers List. His books include *Corporate Warriors: The Rise of the Privatized Military Industry*, *Children at War*, *Wired for War: The Robotics*

Revolution and Conflict in the 21st Century. His most recent book is *Cybersecurity and Cyberwar: What Everyone Needs to Know*, which was named to both the US Army and US Navy Professional Reading List.

Singer is a contributing editor at Popular Science magazine and the founder of NeoLuddite, a technology advisory firm. He has worked as a consultant for the US military, Defense Intelligence Agency, and FBI, as well as advised a wide-range of technology and entertainment programs, including for Warner Brothers, Dreamworks, Universal, HBO, and the video game series Call of Duty, the best-selling entertainment project in history. He is a member of the US State Department's Advisory Committee on International Communications and Information Policy. His past work included serving as coordinator of the Obama-08 campaign's defense policy task force, in the Balkans Task Force at the Office of the Secretary of Defense, and as the founding director of the Center for 21st Century Security and Intelligence at The Brookings Institution, where he was the youngest person named senior fellow in its 100 year history.