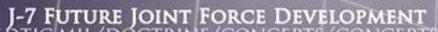


**BALANCING THE JOINT FORCE
TO MEET FUTURE
SECURITY CHALLENGES**

U.S. ARMY WAR COLLEGE
25th Annual
STRATEGY CONFERENCE
APRIL 8-10, 2014


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PROGRAM SCHEDULE AND BIOGRAPHY BOOK

WELCOME TO THE 25TH ANNUAL STRATEGY CONFERENCE

Day 1 - Tuesday, April 8, 2014

9:00AM-6:00PM **Check-In and Registration**

Location - Army Heritage and Education Center (AHEC) Foyer

11:00AM-1:00PM **U.S. Army Heritage and Education Center Tours**

Location - Army Heritage and Education Center (AHEC)

***Note:** These two following events will be hosted at AHEC, located at 950 Soldiers Drive, Carlisle, PA, 17013. Open parking is available.

1:00PM-2:30PM **History Panel –
"The Road to Rainbow: Imagining Future Military Demands"**

Moderator: Dr. Conrad C. Crane, AHEC

Panelists: Dr. Robert M. Citino, University of North Texas
Dr. Henry G. Gole, Author of *The Road to Rainbow: Army
Planning for Global War, 1934-1940*

Prof. Raymond A. Millen, LTC, USA Ret., U.S. Army
Peacekeeping and Stability Operations Institute (PKSOI)

**Location - Army Heritage and Education Center (AHEC)*

2:45PM-4:15PM **Joint Staff, J-7 Panel –
"Understanding 21st Century Military Advantage"**

Moderator: Mr. Nate Freier, USAWC Strategic Studies Institute (SSI)

Panelists: Mr. Mark Gunzinger, Center for Strategic and Budgetary
Assessments (CSBA)

Dr. T. X. Hammes, National Defense University (NDU)

Mr. Bryan McGrath, USN Ret., The FerryBridge Group LLC

Dr. Sam J. Tangredi, USN Ret., Strategic Insight, LLC

**Location - Army Heritage and Education Center (AHEC)*

6:00PM-8:00PM **Commandant - Hosted 'Ice Breaker' Reception**

Location - Quarters 1, Carlisle Barracks

Buses will be available from the conference hotels to Quarters 1.

End of Official Day

PROGRAM SCHEDULE

Day 2 - Wednesday, April 9, 2014

- 7:00AM-8:30AM **Check-in**
Location - Bliss Hall Foyer
- 8:30AM-9:30AM **Keynote Address -- Mr. Robert D. Kaplan, Stratfor**
"The Future Role of the Joint Force in Post-War
National Security Policy"
Location - Bliss Hall Auditorium
- 9:45AM-11:15AM **Panel I --The National Intelligence Council**
"The Decision Making Environment: Defense and Military
Challenges through 2020"

Moderator: Dr. John R. Deni, USAWC SSI
Panelists: Dr. Richard K. Betts, Columbia University
 Mr. Dan Flynn, National Intelligence Council
 Lt Gen Wallace "Chip" Gregson, USMC Ret.
 Brigadier Ian Rigden OBE MA, Development, Concepts, and
 Doctrine Centre, UK Ministry of Defence

Location - Bliss Hall Auditorium
- 11:30AM-1:00PM **Luncheon Keynote Speaker – ADM Dennis C. Blair, USN Ret.**
"Shaping the Joint Force for Future Demands"

Location - Letort View Community Center (LVCC)
- 1:15PM-2:45PM **Panel II --The Atlantic Council's Brent Scowcroft Center on**
International Security
"Competition and Chaos: Future Military Demands in CENTCOM
and PACOM"

Moderator: Dr. Christopher J. Bolan, USAWC School of Strategic
 Landpower (SSL)
Panelists: Mr. Barry Pavel, Brent Scowcroft Center, Atlantic Council
 Dr. Dafna Rand, Center for a New American Security
 Dr. Ely Ratner, Center for a New American Security
 Dr. Paula G. Thornhill, BG, USAF Ret., RAND Corporation

Location - Bliss Hall Auditorium

PROGRAM SCHEDULE

Day 2 - Wednesday, April 9, 2014, continued

3:00PM-4:30PM **Panel III -"Global Response, Joint Entry, and U.S. Ground Forces"**

Moderator: Brig. Gen. Jon T. "Ty" Thomas, Deputy Director for Future Force Development, J-7

Panelists: LTG William C. Mayville, Jr., Director for Operations, J-3
MG John W. Nicholson, Jr., Commanding General, 82nd Airborne Division

Maj. Gen. Frederick M. Padilla, Director of Operations with Plans, Policies and Operations, HQ MC

Maj. Gen. Rowayne A. "Wayne" Schatz, Jr., Director of Operations and Plans, USTRANSCOM

Location - Bliss Hall Auditorium

4:30PM-5:30PM **Interview with General Raymond T. Odierno, the 38th Chief of Staff of the U.S. Army - "Landpower's Role in the Future Joint Force"**

Location - Bliss Hall Auditorium

5:30PM-6:00PM Attendees may head to LVCC for Banquet/ Roundtable Discussion.

6:00PM-9:00PM **Banquet / Roundtable Discussion
University of Pittsburgh's Matthew B. Ridgway Center for International Security Studies
"Rest of the World Risk"**

Moderator: Dr. Steven K. Metz, USAWC SSI

Panelists: Dr. Stephen J. Blank, American Foreign Policy Council

Dr. Robert J. Bunker, USAWC SSI

Ms. Lesley A. Warner, Center for Naval Analyses (CNA)

Dr. Phil Williams, Matthew B. Ridgway Center,
University of Pittsburgh

Location - LVCC

End of Official Day

Day 3 - Thursday, April 10, 2014

7:00AM-8:30AM **Check-In**

Location - Bliss Hall Foyer

8:30AM-9:30AM **Keynote Address Speaker - Dr. Richard Haass,
Council of Foreign Relations (CFR)
"Seeing the Future and Organizing to Confront It"**

Location - Bliss Hall Auditorium, by Video Conference (VTC)

PROGRAM SCHEDULE

Day 3 - Thursday, April 10, 2014, continued

9:45AM-11:15AM **Panel IV - The International Security Program, Center for Strategic and International Studies**
"Global Agility: The Range of Military Operations and Its Impact on Roles and Missions"

Moderator: Mr. Nate Freier, USAWC SSI
Panelists: Dr. Samuel J. Brannen, Center for Strategic and International Studies (CSIS)
Henry J. "Jerry" Hendrix, Captain, USN (PhD), Force Structure / Strategic Analyst
Mr. Frank G. Hoffman, NDU
Lt. Gen. Christopher D. Miller, USAF Ret.
LTG Terry A. Wolff, USA Ret.

Location - Bliss Hall Auditorium

11:30AM-1:00PM **Luncheon, J-7 Panel "Conducting Operations Across Domains"**

Moderator: Col Matt Lopez, USMC Ret., Concept Developer, J-7
Panelists: MG Bill Hix, Deputy Director, Army Capabilities Integration Center (ARCIC)
Maj. Gen. James J. Jones, Air Staff, A3X
RDML Brian Luther, OpNAV N-31
Brig. Gen. Edward A. "Ed" Fienga, Deputy Director, Air Force Programs (A8P) USAF

Location - Location - LVCC

1:15PM-2:45PM **Panel V - The Center for Naval Analyses**
"Globally Integrated Operations and the New Road to Rainbow"

Moderator: Dr. Richard A. Lacquement, USAWC SSL
Panelists: Dr. Nora Bensahel, Center for a New American Security
General James Cartwright, USMC Ret., CSIS
Dr. Eric V. Thompson, CNA
Ms. Anne A. Witkowsky, Office of the Secretary of Defense

Location - Bliss Hall Auditorium

3:00PM-4:00PM **Closing Address**
Lieutenant General Sir Graeme Lamb KBE CMG DSO
British Army Retired
"Confronting the World as It Is"

Location - Bliss Hall Auditorium

THANK YOU FOR ATTENDING THE 25TH ANNUAL STRATEGY CONFERENCE

ADMINISTRATIVE INFORMATION

Arrival and Access: During check-in, you should have received a conference folder containing the conference agenda, biographical sketches of panelists/speakers, shuttle bus schedule, information about the U.S. Army War College (USAWC), Carlisle Barracks, and a personal name tag. Please wear the name tag at all functions. It will admit you to the conference sites and grant you access to the Root Hall Snack Bar on the first floor of Root Hall and to the USAWC Library.

Transportation to and from the Conference: Transportation to and from the hotels reserved for the conference will be provided prior to and following all scheduled conference events, April 8–10, 2014. Because of limited parking at Carlisle Barracks, it is highly recommended all attendees use this service. The bus schedule from the hotels will be provided in the administrative packet upon your arrival.

Security: You must present photo identification when entering Carlisle Barracks. If driving, be prepared to show driver's license, vehicle registration, and proof of insurance. We strongly suggest using the Claremont Gate because Ashburn Gate is limited to personnel with DoD identification. Due to heightened security, your vehicle may be inspected. It happens randomly even to the conference panelists and organizers, so please be patient.

Photography: Do not take unauthorized photos of security entry points or the exterior of buildings on Carlisle Barracks. This is a violation of federal law.

Dress during the Conference: During all conference sessions the dress is Class B military service uniform or business casual and comparable attire for ladies. For the reception, casual dress (collared sports shirt, open collar) and comparable dress for ladies is the preferred attire. Dress for the banquet is business casual for gentlemen and comparable attire for ladies.

Asking Questions in Bliss Hall Auditorium: At the end of each panel, there will be a question and answer period. Use the microphones provided by pressing the black button. Please stand, identify yourself, and ask your question taking no more than 30 seconds. If your question is directed to a specific panelist, please identify that person at the beginning of your question.

Please be aware that some conference attendees are participating by using the video streaming feature on the web. These participants also will be sending in questions through email and Twitter, to be forwarded to the panelists.

For virtual participation:

- Follow live streaming: <http://www.1.usa.gov/1dSqX2M>
- Ask questions: usarmy.carlisle.awc.mbx.ssi-conference-questions@mail.mil
- Participate in the Twitter discussion: #StratConf

Food and beverages: The luncheons on Wednesday and Thursday and the banquet on Wednesday are provided by the Letort View Community Center (LVCC) and require

ADMINISTRATIVE INFORMATION

reservations. Attendees may pay for these meals at the Check-In Table in LVCC or Bliss Hall Lobby.

Those who paid for meals will receive a blue, red, or yellow dot to indicate the meal or meals for which they paid.

- Blue dot: Wednesday luncheon
- Red dot: Wednesday banquet
- Yellow dot: Thursday luncheon

Conference attendees who have not already made reservations and wish to attend lunches or banquet at LVCC may still make reservations. Please see the LVCC staff at the reservation desk.

Conference attendees who do not wish to partake of the food and beverages provided by LVCC can find coffee, snacks and lunch at the following locations: Root Hall Snack Bar located on the first floor of the B-wing of Root Hall, the 'Subway' restaurant in the PX, and the Bowling Alley behind Collins Hall. A map is provided in the Conference blue folder.

Administrative Support: The Strategic Studies Institute staff will provide administrative support throughout the conference. Key points of contact for administrative assistance are COL Gerde, Ms. Bremer, and Ms. Hicks. During all panel sessions, the staff will be located in Bliss Hall Foyer or the Letort View Community Center (LVCC) to assist participants. In case of an emergency after duty hours, please contact COL Scott Weaver, the conference point of contact, at 717-713-1438.

Incoming Faxes: A message board will be kept at the Check-In table of Bliss Hall Foyer. Notifications of incoming faxes to 717-245-3734 will be posted to the message board.

Laptop Computers: Use of laptop computers is authorized in Bliss Hall Auditorium during the conference. Table top computers are available in the Library of Root Hall.

Classified (SIPR) Access: See one of the Strategic Studies Institute (SSI) points of contact below if you need access to SIPR.

SSI Points of Contact:

COL Scott Weaver, Director of Academic Engagement
717-713-1438, michael.s.weaver16.mil@mail.mil

COL Virginia Gerde, Research and Publications Officer
412-527-5976, Virginia.w.gerde.mil@mail.mil

For a complete listing of SSI personnel, consult the Directory of Specialists on our home page at: <http://www.strategicstudiesinstitute.army.mil/>.

ADMINISTRATIVE INFORMATION

Medical Support

General

Dunham U.S. Army Health Clinic (DUSAHC) is located at 450 Gibner Road, Carlisle Barracks. DUSAHC is a Military Family Practice Clinic that provides primary care to eligible beneficiaries. Eligible beneficiaries are defined by Army Regulation 40-400, chapter 3. All health care services are conducted by appointment. Eligible beneficiaries may call 717-245-3400 between 0730 -1615 for an appointment. The clinic hours are as follows:

Mondays, Tuesdays, and Wednesdays: 0730 – 1630 (7:30 AM-4:30 PM)
Thursdays: 0730 – 1200 (7:30 AM - 12:00 noon)
Fridays: 0730 – 1630 (7:30 AM-4:30 PM)

For routine telephonic medical advice after duty hours, you may call the DUSAHC physician on-call at 717-245-4047.

Those individuals not meeting the eligibility requirements of AR 40-400, Chapter 3, can receive a listing of area health care providers by contacting the DUSAHC Health Benefits Advisors (HBAs) during duty hours at 717-245-4112/3918/3778.

Medical Emergency

DUSAHC does not have an emergency room or ambulance service.

In case of an emergency, please call:

| | |
|---|---------------|
| Ambulance | 911 |
| Fire | 911 |
| Carlisle Regional Medical Center Emergency Room | 717-245-5500 |
| Carlisle Regional Medical Center Switchboard | 717- 249-1212 |
| Poison Control Center (Pittsburgh) | 800- 222-1222 |

Or go to

The Carlisle Regional Medical Center (CRMC), Emergency Department.
CRMC is located at 361 Alexander Spring Rd, Carlisle, PA 17015, 717-243-1900.

TRICARE authorization is NOT required prior to receiving urgent/emergent care in any emergency room. If you did receive urgent/emergent care from the Emergency Department, please contact the DUSAHC Health Benefit Advisors (HBAs) the following duty day to discuss the care you received and any follow-up care requirements. The HBAs phone numbers are 717-245-4112/3918/3778.

ADMINISTRATIVE INFORMATION

Dental Support

General

The U.S. Army Dental Clinic is located at 450 Gibner Road on Carlisle Barracks. The U.S. Army Dental Clinic provides routine care to active duty soldiers only. Active duty service members requiring non-emergent dental care can call 717-245-4542 during duty hours (0715-1615) to schedule an appointment.

After duty hours, call 911 or go to the Carlisle Regional Medical Center Emergency Department. Carlisle Regional Medical Center is located at 361 Alexander Spring Road, Carlisle, PA. The website is www.CarlisleME.com. TRICARE authorization is NOT required prior to receiving urgent/emergent care in any emergency room. If you receive urgent/emergent care from the Emergency Department, please contact the Dental Clinic the following duty day to discuss the care you received and any follow-up care requirements.

Those individuals not meeting the eligibility requirements of AR 40-400, Chapter 3, can receive a listing of area health care providers by contacting the DUSAHC Health Benefits Advisors (HBAs) during duty hours at 717-245-4112/3918/3778.

Dental Emergency

For emergencies call 911, or go to the Carlisle Regional Medical Center Emergency department. Carlisle Regional Medical Center is located at: 361 Alexander Spring Road, Carlisle, PA. The website is www.CarlisleME.com.

Emergency Services

In an emergency, please dial 911.

The Directorate of Emergency Services vision is to assist, protect and defend our world class community. Our mission is to provide professional installation security and force protection through Law Enforcement Operations, Physical Security Support and Fire and Emergency Services while maintaining liaison with local, state and federal agencies.

Director:

Phone: 717-245-4932

Email: usarmy.carlisle.imcom-atlantic.mbx.imne-clb-es@mail.mil

Police Desk:

Phone: 717-245-4115/3465

BIOGRAPHIES

Major General Anthony A. Cucolo III



Major General (MG) Anthony (Tony) Cucolo is the 49th Commandant of the U.S. Army War College. Prior to his arrival at Carlisle Barracks, he spent ten months as the Director of Force Development for the Deputy Chief of Staff, G-8, at Headquarters, Department of the Army in the Pentagon. His office on the Army staff tied resources to requirements to develop equipment solutions for the entire Army, active, Guard and Reserve – from uniforms and rifles to attack helicopters and armored vehicles.

MG Cucolo's most recent operational assignment was a 33 month tour as Commanding General, 3rd Infantry Division and Fort Stewart/Hunter Army Airfield, Georgia, from July 2008 to April 2011. During that time, he deployed the Division Headquarters to Iraq from October 2009 through November 2010, to command U.S. Division North/Task Force Marne, responsible for all U.S. forces operating in the seven Iraqi provinces north of Baghdad. Throughout their 13 months in Iraq, Task Force Marne conducted counterinsurgency and stability operations, implemented Arab – Kurd confidence building measures along that interior ethnic fault line, supported the Iraqi national election of 2010, and executed the significant drawdown of U.S. forces in the summer of 2010, successfully ending Operation Iraqi Freedom and opening Operation New Dawn in northern Iraq.

Commissioned a Second Lieutenant of Infantry in 1979, MG Cucolo has served 18 of the past 33 years in Infantry and Armored divisions. He commanded two companies, was an operations officer at battalion and brigade level, commanded a mechanized Infantry battalion, commanded an Armored Brigade Combat Team and was Deputy Commanding General for a Light Infantry Division. While in battalion command, he deployed his unit as a combined arms task force to the contested area of Brcko, Bosnia, for the first eleven months of the NATO Implementation Force effort in the Balkans, from December 1995 to November 1996. While Deputy Commanding General, 10th Mountain Division, Fort Drum, he deployed to Operation Enduring Freedom and served as Deputy Commanding General, Combined Joint Task Force–180, during the 10th Mountain Division's service in Afghanistan from 2003 to 2004. His other General Officer assignments include Director, Joint Center for Operational Analysis, U.S. Joint Forces Command from 2004–2006 -- where he gathered lessons learned at home and abroad, including Iraq, Afghanistan and along the Gulf Coast immediately after Hurricane Katrina – and service as the Army's Chief of Public Affairs from 2006–2008.

MG Cucolo's staff assignments include duty with the Joint Staff at the Pentagon from 2001-2003, with service in the Operations Directorate (J-3) after 9/11 and then in Strategy and Policy Directorate (J-5) working European issues. He is a graduate of the U.S. Marine Corps Amphibious Warfare School, the U.S. Army Command and General Staff College, and is a proud graduate of the U.S. Army War College Class of 1998. He holds a Bachelor's degree from the U.S. Military Academy and a Master's degree from the University of San Francisco.

Tuesday, April 8
1:00PM-2:30PM

History Panel "The Road to Rainbow: Imagining Future Military Demands"

Dr. Conrad C. Crane



Dr. Crane is currently Chief of Historical Services for the Army Heritage and Education Center at Carlisle Barracks.

For the previous ten years, he was Director of the US Army Military History Institute. Before accepting that position, Dr. Crane served with the Strategic Studies Institute at the US Army War College from September 2000 to January 2003, where he held the General Douglas MacArthur Chair of Research. He also has held the General Hoyt S. Vandenberg Chair of Aerospace Studies at the War College.

He joined SSI after his retirement from active military service, a 26-year military career that concluded with 9 years as Professor of History at the U.S. Military Academy. He holds a B.S. from USMA and an M.A. and Ph.D. from Stanford University. He is also a graduate of the U.S. Army Command and General Staff College and the U.S. Army War College.

He has authored or edited books and monographs on the Civil War, World War I, World War II, Korea and Vietnam, and has written and lectured widely on airpower and landpower issues. Before leaving SSI he coauthored a prewar study on Reconstructing Iraq that influenced Army planners and has attracted much attention from the media. He was the lead author for the new Army-USMC counterinsurgency manual which was released in December 2006. For that effort he was named one of *Newsweek's* people to watch in 2007. In November 2008, he was named the international Archivist of the Year by the Scone Foundation.

Dr. Robert M. Citino



Dr. Robert M. Citino is an American historian at the University of North Texas.

He is the one of the country's most distinguished military historians, and his works have reached both the scholarly and the popular audience.

He is the author of nine books, most recently *The German Way of War* (2005), *Death of the Wehrmacht* (2007), both of which were main selections of the History Book Club and the Military Book Club, as well as the just-released *The Wehrmacht Retreats* (2012). His book *Blitzkrieg to Desert Storm* (2004) was the winner of both the American Historical Association's Paul M. Birdsall Prize for best book of the year in military and strategic history and the Society for Military History's Distinguished Book Award.

Tuesday, April 8
1:00PM-2:30PM

History Panel "The Road to Rainbow: Imagining Future Military Demands"

Dr. Robert M. Citino, continued

In October 2007, his article "Military Histories Old and New: A Reintroduction" appeared in the *American Historical Review*, the first military history article to appear in the profession's journal of record in decades. He served as Book Review Editor for *World War II* magazine from 2004 to 2006, and has been writing the magazine's online column, Front and Center, since 2009. He has made numerous appearances on The History Channel. In 2010, he was interviewed by *Variety* (for a review of Quentin Tarantino's war film, *Inglourious Basterds*), *The Washington Post*, and *The Atlantic Monthly*. In 2007, he was named the "#1 Professor in the U.S." by www.ratemyprofessors.com, the online student rating service.

During the 2008-2009 academic year, he served as the Charles Boal Ewing Visiting Professor of Military History at the US Military Academy in West Point, NY. He received his Ph.D. from Indiana University.

Dr. Henry G. Gole



Henry G. Gole retired from active duty in 1988. He was an enlisted infantryman in the Korean War, a Special Forces officer in Vietnam, a military attaché in Germany and a staff officer in the Pentagon. His masters' degrees are from the Fletcher School of Law and Diplomacy, Stanford University and Hofstra University, and his doctorate is from Temple University.

Dr. Gole has taught at the United States Military Academy, the Army War College, and on a part-time basis at the University of Maryland, Dickinson College, and Franklin and Marshall College. He gave a course of his design at the Army War College called Men In Battle for over twenty years. He has written articles, reviews and four books.

The Naval Institute Press published his book, *The Road to Rainbow: Army Planning for Global War. 1934-1940*, 2003.

Potomac Books, Inc. published his book, *Soldiering: Observations from Korea, Vietnam and Safe Places*, 2005.

His *General William E. DePuy, Preparing the Army for Modern War* was published by The University Press of Kentucky, 2008.

The University Press of Kentucky published his *Exposing the Third Reich, Colonel Truman Smith in Hitler's Germany*, 2013.

As of January 2014, a publisher is considering his Vietnam novel whose working title is *Legacy of Lies: Over the Fence in Laos*.

Professor Raymond A. Millen LTC, USA Retired



Professor Raymond A. Millen is currently the Professor of Security Sector Reform at the Peacekeeping and Stability Operations Institute, Carlisle, PA.

A graduate of the U.S. Military Academy in 1982, he was commissioned as an infantry officer, and later served as a Foreign Area Officer for Western Europe. He held a variety of command and staff assignments in Germany and Continental United States: 8th Infantry Division (Mechanized), 7th Infantry Division (Lt), the U.S. Army Infantry School Liaison Officer to the German Infantry School at Hammelburg, Germany; Battalion Executive Officer, 3-502d Infantry, Fort Campbell, Kentucky; and Chief of Intelligence Section and Balkans Team Chief, Survey Section, SHAPE, Belgium.

At the Strategic Studies Institute, U.S. Army War College, he served as the Director of European Security Studies, producing studies on NATO, Afghanistan, and counterinsurgency.

Professor Millen served three tours in Afghanistan first, from July through November 2003 on the staff of the Office of Military Cooperation-Afghanistan, focusing on the Afghan National Army and the General staff; second with Combined Security Transition Command-Afghanistan from August 2006 to August 2007 establishing police coordination centers in northern Afghanistan; and third from September 2008 to September 2009 as an MPRI Senior Mentor for the Afghan Assistant Ministry of Defense for Strategy and Plans.

Professor Millen has published articles in a number of scholarly and professional journals to include *Parameters*, *Joint Special Warfare Journal*, *Small Wars Journal*, *Comparative Strategy Journal*, *Infantry Magazine*, and the *Swiss Military Journal*. The second edition of his book, *Command Legacy*, was published by Potomac Books in December 2008. In December 2010, he published an historical novel on Afghanistan, *Burden of Command*.

Professor Millen is a graduate of the U.S. Army's Command and General Staff College, and holds an M.A. degree in National Security Studies from Georgetown University, as well as an M.A. degree in World Politics and a Ph.D. (ABD) in Political Science from Catholic University of America.

Mr. Nathan 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 is a veteran of numerous strategy development and strategic planning efforts at Headquarters, Department of the Army (DA); the Office of the Secretary of Defense (OSD); and two senior-level military staffs in Iraq. Prior to joining SSI, he served in the Office of the Deputy Assistant Secretary of Defense for Strategy. His principal responsibilities included development of the 2005 National Defense Strategy. Prior to that, he was a U.S. Army fellow/visiting scholar at the University of Maryland's Center for International and Security Studies (CISSM) and a strategist with DA's Strategic Plans, Concepts, and Doctrine Directorate. At CISSM, he examined strategic risk and terrorism. At DA, his duties included army preparation for, participation in, and response to the 2001 Quadrennial Defense Review and army and joint strategic planning for the war on terrorism.

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. Prior to his service as an army strategist, Freier held various leadership and staff positions as a field artillery officer in the United States, Europe, and the first Persian Gulf War. He continues to provide expert advice to the national security and defense communities on a range of issues. 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.

Mr. Mark Gunzinger



Mark Gunzinger is a Senior Fellow at the Center for Strategic and Budgetary Assessments.

Mr. Gunzinger has served as the Deputy Assistant Secretary of Defense for Forces Transformation and Resources. He is the principal author or co-author of multiple Defense Planning Guidance directives, key strategic planning documents that shape DoD force planning. A retired Air Force Colonel and Command Pilot, he joined the Office of the Secretary of Defense in 2004. He was appointed to the Senior Executive Service and served as Principal Director of the Department's central staff for the 2005-2006 QDR. Following the 2006 QDR, he was appointed Director for Defense Transformation, Force Planning and Resources on the National Security Council staff.

Mr. Gunzinger holds a Master of Science degree in National Security Strategy from the National War College, a Master of Airpower Art and Science degree from the School of Advanced Air and Space Studies, a Master of Public Administration from Central Michigan University, and a Bachelor of Science in Chemistry from the United States Air Force Academy (Class of 1977).

He is the recipient of the Department of Defense Distinguished Civilian Service Medal, the Secretary of Defense Medal for Outstanding Public Service, the Defense Superior Service Medal, and the Legion of Merit Medal.

His recent publications include:

Congress Handcuffs Pentagon Cost-Cutters

<http://www.csbaonline.org/2014/01/26/congress-handcuffs-pentagon-cost-cutters/>

Telling Hard Truths: Budget Cuts Are Coming; Protect Crown Jewels,

<http://www.csbaonline.org/2013/06/24/telling-hard-truths-budget-cuts-are-coming-protect-crown-jewels/>

Shaping America's Future Military: Toward a New Force Planning Construct

<http://www.csbaonline.org/publications/2013/06/shaping-americas-future-military-toward-a-new-force-planning-construct/>

Tuesday, April 8
2:45PM-4:15PM

Joint Staff, J-7 Panel "Understanding 21st Century Military Advantage"

Thomas X. Hammes, Ph.D., USMC Retired



In his thirty years in the Marine Corps, T. X. Hammes served at all levels in the operating forces to include command of an intelligence battalion, an infantry battalion and the Chemical Biological Incident Response Force. He participated in stabilization operations in Somalia and Iraq as well as training insurgents in various places.

Hammes has a Masters in Historical Research and a Doctorate in Modern History from Oxford University. He is currently a Distinguished Research Fellow at the Institute for National Strategic Studies, National Defense University and an Adjunct Professor at Georgetown University.

He is the author of "The Sling and the Stone: On War in the Twenty-First Century" and "Forgotten Warriors: The 1st Provisional Marine Brigade, the Corps Ethos, and the Korean War," chapters in 14 books and over 100 articles and opinion pieces in *The Washington Post*, *The New York Times*, *Janes Defence Weekly*, and professional journals. He has lectured widely at U.S. and International Staff and War Colleges.

Mr. Bryan McGrath, USN Retired



Mr. Bryan McGrath is the Managing Director of The FerryBridge Group LLC (FBG), a niche consultancy specializing in naval and national security issues, including national and military strategy, strategic planning, executive communications, strategic communications and emerging technologies.

A retired Naval Officer, Bryan spent 21 years on active duty including a tour in command of USS BULKELEY (DDG 84), a guided-missile destroyer homeported in Norfolk, Virginia. In command, he received the "Admiral Elmo Zumwalt Award for Inspirational Leadership" from the Surface Navy Association and his ship earned the USS ARIZONA Memorial Trophy signifying its selection as the Fleet's most combat-ready warship. His final duties ashore included serving as Team Lead and Primary Author of the US Navy's 2007 Maritime Strategy "A Cooperative Strategy for 21st Century Seapower".

Mr. McGrath is a well-published commentator in the fields of national and maritime strategy, with policy papers published at major think tanks, and articles placed in nationally marketed periodicals. He is a frequent panelist at symposia that deal with naval issues and is frequently quoted by major press organizations.

Tuesday, April 8
2:45PM-4:15PM

Joint Staff, J-7 Panel "Understanding 21st Century Military Advantage"

Mr. Bryan McGrath, USN Retired, continued

Bryan earned a BA in History from the University of Virginia in 1987, and an MA in Political Science (Congressional Studies) from The Catholic University of America. He is a graduate of the Naval War College.

In addition to his consulting work, Bryan is an Adjunct Fellow at the Hudson Institute and is the Assistant Director of the Hudson Center for American Seapower.

His recent publications include:

"Five Myths About AirSea Battle" <http://warontherocks.com/2013/07/five-myths-about-airsea-battle/>

"We Cannot Keep This Up and Still Be a Global Fleet"
<http://warontherocks.com/2013/08/we-cannot-keep-this-up-and-still-be-a-global-fleet/>

"American Strategy and Offshore Balancing by Default". With Ryan Evans.
<http://warontherocks.com/2013/08/the-balance-is-not-in-our-favor-american-strategy-and-offshore-balancing-by-default/>

Sam Tangredi, Ph.D., USN Retired



Dr. Sam J. Tangredi is a defense strategist whose studies of future warfare prompted Defense Department officials to label him "the Navy's futurist."

His thirty-year naval career included command at sea, service in key strategic planning positions in the Pentagon, earning a PhD in international relations, and research fellowships at two think tanks.

His over one hundred publications have won numerous awards, including the U.S. Naval Institute's Arleigh Burke Prize and the U.S. Navy League's Alfred Thayer Mahan Award. He is the author or editor of four books, his primary focus being the future security environment. His latest is *Anti-Access Warfare: Countering A2/AD Strategies*, the first book-length examination of anti-access strategies, published by Naval Institute Press in October 2013. He is currently the director of San Diego operations for the planning/consulting firm Strategic Insight.

Wednesday, April 9
8:30AM-9:30AM

Keynote Address -- Mr. Robert D. Kaplan, Stratfor, "The Future Role of the Joint Force in Post-War National Security Policy"

Mr. Robert D. Kaplan



Mr. Robert D. Kaplan is the author of *Asia's Cauldron: The South China Sea and the End of a Stable Pacific*, which will be published by Random House in March 2014. In 2012, he published *The Revenge of Geography: What the Map Tells Us about Coming Conflicts and the Battle Against Fate*, and in 2010, *Monsoon: The Indian Ocean and the Future of American Power*. In both 2011 and 2012, he was chosen by Foreign Policy magazine as one of the world's "Top 100 Global Thinkers."

He is Chief Geopolitical Analyst for Stratfor, a non-resident senior fellow at the Center for a New American Security in Washington, DC, and has been a foreign correspondent for *The Atlantic* for over 25 years. In 2009, he was appointed to the Pentagon's Defense Policy Board, which advised former U.S. Secretary of Defense Robert Gates on key issues. Mr. Kaplan served on the board through 2011. From 2006 to 2008, he was the Class of 1960 Distinguished Visiting Professor in National Security at the U.S. Naval Academy.

Mr. Kaplan is the best-selling author of 15 books on international affairs and travel, which have been translated into many languages. In the 1980s, Mr. Kaplan was the first American writer to warn in print about a future war in the Balkans. *Balkan Ghosts* was chosen by *The New York Times Book Review* as one of the best books of 1993. *The New York Times* also chose *The Arabists*, *The Ends of the Earth*, *An Empire Wilderness*, *Eastward to Tartary* and *Warrior Politics* as notable books of the year. *The Washington Post* and *The Los Angeles Times* chose *An Empire Wilderness* as one of the best books of 1998. *The Wall Street Journal* named *The Arabists* as one of the best five books written about America's historical involvement in the Middle East.

New York Times columnist Thomas Friedman says Mr. Kaplan is among the four most widely read authors defining the post-Cold War (along with Johns Hopkins Professor Francis Fukuyama, Yale Professor Paul Kennedy and late Harvard Professor Samuel P. Huntington). Mr. Kaplan's article in the February 1994 *The Atlantic Monthly*, "The Coming Anarchy," was on how population rises, urbanization and resource depletion are undermining governments and was hotly debated in foreign language translations around the world. His December 1997 *The Atlantic Monthly* cover story, "Was Democracy Just a Moment?" was also debated. That piece argued that the democracy now spreading around the world would not necessarily lead to more stability. According to *U.S. News & World Report*, "President Clinton was so impressed with Mr. Kaplan, he ordered an interagency study of these issues, and it agreed with Kaplan's conclusions."

Mr. Kaplan's essays have appeared not only in *The Atlantic Monthly*, but also on the editorial pages of *The New York Times*, *The Washington Post*, *The Financial Times*, *The Wall Street Journal* and *The Los Angeles Times*, as well as in major foreign affairs journals, including *Foreign Affairs*. He has been a consultant to the U.S. Army's Special Forces Regiment, the U.S. Air Force and the U.S. Marines. He has lectured at military

Wednesday, April 9
8:30AM-9:30AM

Keynote Address -- Mr. Robert D. Kaplan, Stratfor, "The Future Role of the Joint Force in Post-War National Security Policy"

Mr. Robert D. Kaplan, continued

war colleges, the FBI, the NSA, the Pentagon's Joint Staff, the DIA, the CIA, major universities and global business forums. Mr. Kaplan has delivered the Secretary of State's Open Forum Lecture at the U.S. State Department. He has reported from over 100 countries. Two of his earlier books -- *Soldiers of God: With Islamic Warriors in Afghanistan and Pakistan* and *Surrender or Starve: Travels in Ethiopia, Sudan, Somalia and Eritrea* -- have been reissued, so all of his books are in print.

Mr. Kaplan was born June 23, 1952, in New York City. He graduated in 1973 from the University of Connecticut, where he was the featured editor of the Connecticut Daily Campus. In 1973 and 1974 he traveled throughout Communist Eastern Europe and parts of the Near East. From 1974 to 1975 he was a reporter for the *Rutland Daily Herald* in Vermont. In 1975, he left the United States to travel throughout the Arab and Mediterranean regions, beginning a 16-year period of living overseas. He served one year in the Israel Defense Forces and lived for nine years in Greece and Portugal. He has been married to Maria Cabral since 1983. They live in the Berkshires in western Massachusetts. They have one son, Michael, who is married and works for an investment bank in Boston.

Panel I, with the National Intelligence Council "The Decision Making Environment: Defense and Military Challenges through 2020"

Dr. John R. Deni



Dr. John R. Deni is a Research Professor of Joint, Interagency, Intergovernmental, and Multinational (JIIM) Security Studies at the Strategic Studies Institute (SSI).

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 U.S. security cooperation and mil-to-mil relations. 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 overseas, 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's degree in U.S. foreign policy at American University, and a doctoral degree in international affairs at George Washington University.

Dr. John R. Deni, continued

Dr. Deni is the author or editor of three books, including *Alliance Management and Maintenance: Restructuring NATO for the 21st Century*. Dr. Deni has also written several peer-reviewed monographs and journal articles, published op-eds in major newspapers such as the *Los Angeles Times* and the *Baltimore Sun*, and spoken at conferences and symposia throughout Europe and North America. Additionally, he has appeared on Al Jazeera America and Huffington Post Live, and he is the founding host of and a frequent contributor to the SSI Live podcast series.

- "To Inflict Pain on Russia, Target Its Energy First," *Defense One*, March 4, 2014.
- *NATO Missile Defense and the European Phased Adaptive Approach: The Implications of Burden-Sharing and the Underappreciated Role of the U.S. Army*, with Steven Whitmore (Strategic Studies Institute, U.S. Army War College, October 2013).
- "Whose Responsibility is Interoperability?" *Small Wars Journal* (June 2013).

Dr. Richard K. Betts



Dr. Richard Betts is the Arnold A. Saltzman Professor of War and Peace Studies at Columbia University. He is also the director of the Arnold A. Saltzman Institute of War and Peace Studies and the director of the School of International and Public Affairs's International Security Policy program.

Dr. Betts was Director of National Security Studies at the Council on Foreign Relations for four years and is now an adjunct Senior Fellow there. Betts was a Senior Fellow at the Brookings Institution until 1990 and adjunct Lecturer at the Johns Hopkins University's Nitze School of Advanced International Studies. He also served at different times on the Harvard faculty as Lecturer in Government and as Visiting Professor of Government.

A former staff member of the original Senate Select Committee on Intelligence (the Church Committee), the National Security Council in the Carter administration, and the Mondale Presidential Campaign, Dr. Betts has been an occasional consultant to the National Intelligence Council and Departments of State and Defense, served for six years on the National Security Advisory Panel for the Director of Central Intelligence, and was a member of the National Commission on Terrorism (the Bremer Commission). He currently serves as a member of the External Advisory Board for the Director of the Central Intelligence Agency and lectures frequently at schools such as the National War College, Foreign Service Institute, and service academies. He served briefly as an officer in the U.S. Army.

Dr. Richard K. Betts, continued

Dr. Betts' first book, *Soldiers, Statesmen, and Cold War Crises* (Harvard University Press, 1977) was issued in a second edition by Columbia University Press in 1991. He is author of two other Columbia University Press books: *Enemies of Intelligence* (2007) and *American Force* (2012); three books published by the Brookings Institution: *Surprise Attack* (1982), *Nuclear Blackmail and Nuclear Balance* (1987), and *Military Readiness* (1995); coauthor and editor of three other Brookings books: *The Irony of Vietnam* (1979), *Nonproliferation and U.S. Foreign Policy* (1980), and *Cruise Missiles* (1981); editor of *Conflict After the Cold War*, Fourth Edition (Pearson, 2013); and coeditor of *Paradoxes of Strategic Intelligence* (Cass, 2003). Betts has published numerous articles on foreign policy, military strategy, intelligence, conventional forces, nuclear weapons, arms trade, collective security, strategic issues in Asia and Europe, and other subjects in professional journals.

He received his B.A., M.A., and Ph.D. in Government from Harvard University. His recent publications include "Is Civil-Military Relations Still a Problem?" in *American Civil-Military Relations: The Soldier and the State in a New Era* (2009) and "The Three Faces of NATO" in *The National Interest* (2009).

Mr. Dan Flynn



Mr. 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*. The *Global Trends* report is published every four years, following the US Presidential election, and provides senior US policymakers an unclassified assessment of the ongoing geopolitical and security changes shaping potential global futures.

Mr. Dan Flynn, continued

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.

Lieutenant General Wallace "Chip" Gregson, USMC Retired



Lieutenant General Wallace "Chip" Gregson, USMC Ret. most recently served as the Assistant Secretary of Defense, Asian and Pacific Security Affairs. Previously, he served as Chief Operating Officer for the United States Olympic Committee, then as an independent consultant before entering Government in 2009.

From 2003 to 2005, he was Commanding General of Marine Corps Forces Pacific and Marine Corps Forces Central Command, where he led and managed over 70,000 Marines and Sailors in the Middle East, Afghanistan, East Africa, Asia and the United States. From 2001 to 2003 he served as Commanding General of all Marine Corps forces in Japan, where he was awarded the Japanese Order of the Rising Sun, the Gold and Silver Star, and the Korean Order of National Security Merit, Gukseon Medal. Prior to his time in Japan he was Director of Asia-Pacific Policy in the Office of the Secretary of Defense from 1998 to 2000.

Lt. Gen. Gregson is a member of the Council on Foreign Relations; the Pacific Council on International Policy; the International Institute for Strategic Studies; the U.S. Naval Institute; and the Marine Corps Association. He is Chair, Banyan Analytics, an ANSER Institute; Director, China and the Pacific, Center for the National Interest; and Senior Advisor, Avascent International. His civilian education includes a Bachelor's degree from the U.S. Naval Academy, and Master's degrees in Strategic Planning from the Naval War College.

Brigadier Ian A. Rigden OBE MA (late Royal Gurkha Rifles)

Brigadier Ian A. Rigden is the Head Land & Research for the United Kingdom Ministry of Defence Development, Concepts, and Doctrine Centre (DCDC).

The son of a Royal Marine Officer, he joined the Army as a soldier in 1980. He was selected for Sandhurst in 1981 and commissioned in Aug 82 into the 2nd Gurkhas. He has spent much of his time at Regimental Duty including 4 years as a platoon commander, 3 years as Adjutant and 7 years (3 tours) as a rifle company commander. He commanded 2nd Battalion The Royal Gurkha Rifles (2 RGR) in Brunei and Afghanistan between Nov 2003 and Apr 2006.

He has served on the Staff in HQ Land Forces, 1st (UK) Armoured Division, the Army Staff in the MOD, as Chief of Campaign Plans CJ5 in HQ Multinational Force-Iraq writing the Joint Campaign Plan and as Assistant Head of Thematic Doctrine at DCDC. In this appointment he was the lead author of JDP 04: Understanding, JDP 2:00: Understanding and Intelligence support to Joint Operations, and JDN 6/11: Partnering Indigenous Forces. Before his current appointment he was Colonel Brigade of Gurkhas, the professional head of all Gurkhas in British Army service. He has also instructed at the Advanced Command and Staff Course at Shrivenham specialising in campaign planning and COIN. He is a graduate of the US Army War College (USAWC) in Carlisle, Pennsylvania (2007-8), and has attended the Royal College of Defence Studies (RCDS). He holds Masters Degrees in Defence Studies from King's College, London (1995), and Strategic Studies from the USAWC (2008). Some of his work on COIN and Security Transitions has been published in America by the USAWC. In his current appointment he was the lead author for the Defence Joint Operating Concept (DJOC) published in March 14.

He has served on operations in Hong Kong (12 Border Tours), The Falkland Islands (post-conflict 1986), Northern Ireland, Belize, Bosnia (twice), Afghanistan and Iraq. He was awarded the OBE for his time as CO 2RGR in Brunei and Afghanistan and a QCVS for his time in Iraq. He has spent a lot of time in Nepal and is a fluent Nepali speaker. He is married to Zoë and they have 2 boys, Harry and Jack (Jack being born in Harrisburg, Pennsylvania!). His interests include hillwalking, mountaineering, swimming, painting, listening to rock and classical music, and military history. He is also very proud to be an Honorary Colonel in the Commonwealth of Kentucky Militia.

Wednesday, April 9
11:30AM-1:00PM

Luncheon Keynote Speaker – ADM Dennis C. Blair, USN, Ret.
“Shaping the Joint Force for Future Demands”

Admiral Dennis C. Blair, USN Retired



Dennis Blair serves as a member of the Energy Security Leadership Council of Securing America's Future Energy; on the boards of Freedom House, the National Bureau of Asian Research and the National Committee on US-China Relations. He is a member of the Aspen Homeland Security Council.

From January 2009 to May 2010, as Director of National Intelligence, Blair led sixteen national intelligence agencies, administering a budget of \$50 billion and providing integrated intelligence support to the President, Congress and operations in the field.

From 2003 to 2006, Dennis Blair was president and chief executive officer of the Institute for Defense Analyses (IDA), a federally funded research and development center based in Alexandria, Virginia that supports the Department of Defense, the Department of Homeland Security and the Intelligence Community.

Prior to retiring from the Navy in 2002, Admiral Blair served as Commander in Chief, U.S. Pacific Command, the largest of the combatant commands. During his 34-year Navy career, Admiral Blair served on guided missile destroyers in both the Atlantic and Pacific fleets and commanded the Kitty Hawk Battle Group. Ashore, he served as Director of the Joint Staff and held budget and policy positions on the National Security Council and several major Navy staffs.

A graduate of the U.S. Naval Academy, Admiral Blair earned a master's degree in history and languages from Oxford University as a Rhodes Scholar, and was a White House fellow at the Department of Housing and Urban Development. He has been awarded four Defense Distinguished Service medals, three National Intelligence Distinguished Service medals, and has received decorations from the governments of Japan, Thailand, Korea, Australia, the Philippines and Taiwan.

Dennis Blair co-chaired *The Report of the Commission on the Theft of American Intellectual Property*, published in May, 2013. He also co-chaired *Oil Security 2025: US National Security in an Era of Oil Abundance*, published in January, 2014. His latest book is *Military Engagement: Influencing Armed Forces Worldwide to Support Democratic Transitions*, published in June, 2013.

Wednesday, April 9
1:15PM-2:45PM

Panel II, with the Atlantic Council's Brent Scowcroft Center on International Security "Competition and Chaos: Future Military Demands in CENTCOM and PACOM"

Dr. Christopher J. Bolan



Dr. Chris Bolan is Professor of National Security Studies at The United States Army War College teaching graduate level online and resident courses on international relations, national security affairs, American foreign policy, and Middle Eastern history and politics.

From 1997-2003 he served as a senior advisor and analyst on Middle East policy for Vice Presidents Gore and Cheney. Dr. Bolan retired as a colonel in the U.S. Army having served in various positions at the White House, the Pentagon, and overseas in Korea, Egypt, Tunisia and Jordan.

He received a Ph.D. in International Relations and Master of Arts in Arab Studies from Georgetown University, as well as a Bachelor of Science degree from the U.S. Military Academy at West Point. He is also an adjunct professor at Gettysburg College teaching undergraduate courses on international relations and U.S. foreign policy in the Middle East.

His recent publications include:

- Is Diplomacy, Not War, Finally on the March in the Middle East?
<http://fpif.org/diplomacy-war-finally-march-middle-east>
- Don't Move the Strategic Goal Posts for U.S. Policy on Iran
http://turcopolier.typepad.com/sic_semper_tyrannis/2013/10/dont-move-the-.html
- Syria, the U.S. Constitution, and the Use of Force
<http://fpif.org/syria-exactly-constitution-says-use-force/>
- "The Iranian Nuclear Debate: More Myths Than Facts," *Parameters* 43, No. 2 (Summer 2013)
http://www.strategicstudiesinstitute.army.mil/pubs/parameters/Issues/Summer_2013/8_Bolan_Article.pdf

Mr. Barry Pavel



Barry Pavel is vice president and director of the Brent Scowcroft Center on International Security at the Atlantic Council, focusing on emerging security challenges, defense strategies and capabilities, and key European and global defense issues.

Prior to joining the Atlantic Council, he was a career member of the Senior Executive Service in the Office of the Under Secretary of Defense for Policy for almost eighteen years. From October 2008 to

Wednesday, April 9
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Panel II, with the Atlantic Council's Brent Scowcroft Center on International Security "Competition and Chaos: Future Military Demands in CENTCOM and PACOM"

Mr. Barry Pavel, continued

July 2010, he served as the special assistant to the president and senior director for defense policy and strategy on the National Security Council (NSC) staff, serving both President George W. Bush and President Barack Obama. In this capacity, Pavel led the development of five of the first eight Obama Administration Presidential Study Directives. He was the initiator and architect of the NSC's first-ever National Security Priorities Review and a key contributor to the President's 2010 National Security Strategy; led the NSC's oversight of the four Defense Department strategic reviews (the Quadrennial Defense Review, Nuclear Posture Review, Ballistic Missile Defense Review, and Space Posture Review), including the president's September 2009 decision on European missile defense and all presidential decisions on nuclear policy and posture; co-led the development of the president's June 2010 National Space Policy; and contributed to the president's policies on Europe and NATO, Korea, cyberspace, Defense Department operational plans and activities, military family policy, and other matters.

Prior to this position, Pavel was the chief of staff and principal deputy assistant secretary of defense for special operations/low-intensity conflict and interdependent capabilities. He helped Assistant Secretary of Defense Michael Vickers develop policy on the capabilities and operational employment of special operations forces, strategic forces, and conventional forces. His main areas of work covered strategic capabilities policy, including development of the first Defense Department cyber deterrence strategy and better aligning the department's approach to cyberspace activities and capabilities with defense strategy and policy.

From October 1993 to November 2006, Pavel led or contributed to a broad range of defense strategy and planning initiatives for both the Clinton and George W. Bush administrations. He led the Clinton administration's development of the Defense Planning Guidance and the defense planning for the first round of NATO enlargement. He also contributed to President Clinton's National Security Strategies and the 1997 Quadrennial Defense Review (QDR). As the principal director for strategy, he also played a leading role in the conduct of the 2001 QDR, the global defense posture realignment, and the development of the 2005 US National Defense Strategy. Other main work areas included: the secretary of defense's Security Cooperation Guidance and the first Interagency Security Cooperation Strategy Conference; the Unified Command Plan; post-9/11 deterrence policy (including deterrence of terrorist networks and regional nuclear powers); strategies for reducing ungoverned areas; and a long-range planning construct that accounts for trends and "strategic shocks" that could significantly change DoD's role in national security.

Pavel holds an MA in security studies and an MPA in international relations from Princeton University's Woodrow Wilson School, and a BA in applied mathematics and economics from Brown University. While at Princeton, he was a founding editorial board member of the Journal of Public and International Affairs. He also served in the Office of

Wednesday, April 9
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Panel II, with the Atlantic Council's Brent Scowcroft Center on International Security "Competition and Chaos: Future Military Demands in CENTCOM and PACOM"

Mr. Barry Pavel, continued

the Defense Advisor, US Mission to NATO, and as a consultant to the Congressional Office of Technology Assessment.

Prior to Princeton, Mr. Pavel served in the Strategy, Forces, and Resources Division of the Institute for Defense Analyses, where he specialized in research on force planning and coauthored numerous IDA reports and publications.

Mr. Pavel received a Presidential Rank Award in 2007 in recognition of his career accomplishments. He also has served as a key advisor to policy leadership on civil service professional development and mentorship. He is from Philadelphia, Pennsylvania, and speaks and writes on a wide range of foreign and security policy issues. He also is a Member of the Council on Foreign Relations.

Dr. Dafna Rand



Dr. Dafna Hochman Rand is the Deputy Director of Studies and the inaugural Leon E. Panetta Fellow at the Center for a New American Security. Her research focuses on Middle East security and U.S. foreign policy.

Prior to joining CNAS, Dr. Rand served on the staff of the National Security Council, where she was responsible for global U.S. assistance efforts in support of democratic transitions, good governance and the rule-of-law. From 2010 to 2012, she covered the Middle East and North Africa for Secretary Hillary Clinton's Policy Planning Staff, and in this capacity contributed to the U.S. government's response to the Arab Spring, including diplomatic planning for the intervention in Libya and the U.S. response to the Syrian conflict. She previously served as a professional staff member on the Senate Select Committee on Intelligence. As Senator Frank R. Lautenberg's foreign affairs and defense legislative assistant in the period after September 11, 2001, she worked on legislation to support U.S. troops in Iraq and Afghanistan and to improve homeland security and counter-terrorism policies.

Dr. Rand's publications have focused on domestic political developments and international security in the Middle East and North Africa. Her recent book is *Roots of the Arab Spring: Contested Authority and Political Change in the Middle East* (University of Pennsylvania Press, 2013). She received her Ph.D. and M.A. in political science from Columbia University, where she received the University's highest award for excellence in teaching. Dr. Rand received her A.B. magna cum laude from Harvard University. She lives with her husband Doug and two children in Washington, DC.

Wednesday, April 9
1:15PM-2:45PM

Panel II, with the Atlantic Council's Brent Scowcroft Center on International Security "Competition and Chaos: Future Military Demands in CENTCOM and PACOM"

Dr. Ely Ratner



Dr. Ely Ratner is Senior Fellow and Deputy Director of the Asia-Pacific Security Program at the Center for a New American Security (CNAS). Prior to joining CNAS he served on the China Desk at the State Department as the lead political officer covering China's external relations in Asia. He has also worked as an Associate Political Scientist at the RAND Corporation and as a Professional Staff Member on the U.S. Senate Foreign Relations Committee.

His commentary and research have appeared in *Foreign Affairs*, *Foreign Policy*, *The Washington Post*, *The New York Times*, *The Wall Street Journal*, *The Washington Quarterly*, *The National Interest*, *Journal of Conflict Resolution*, *International Studies Quarterly* and *Chinese Journal of International Politics*, among others. He received his Ph.D. in Political Science at the University of California, Berkeley and his B.A. from the Woodrow Wilson School of Public and International Affairs at Princeton University, where he graduated Magna Cum Laude and Phi Beta Kappa.

Dr. Paula G. Thornhill, BG, USAF Retired



Dr. Paula Thornhill joined RAND in September 2009. She directs the Project AIR FORCE Strategy and Doctrine Program.

Dr. Thornhill retired from the US Air Force as a brigadier general in 2009. Her last assignment was as the Commandant of the Air Force Institute of Technology at Wright-Patterson Air Force Base (2006-09). Just prior to her time as Commandant, she served as the Principal Director for Near Eastern and South Asian Affairs in the

Office of the Secretary of Defense. In addition, she has taught at the Air Force Academy and been assigned to the Air Staff, the Joint Staff, U.S. Strategic Command, and the Office of the Secretary of Defense.

Dr. Thornhill commanded the 50th Support Group Commander at Schriever AFB, Colorado. She served as the Dean of Faculty and Academic Programs at the National War College, and she was special assistant to the 15th Chairman of the Joint Chiefs of Staff, General Richard B. Myers, USAF. She has a B.S. from the U.S. Air Force Academy, an M.A. in history from Stanford University, and a D.Phil. in history from Oxford University.

Dr. Thornhill is member of the USAF Academy Board of Visitors, and she is also an adjunct professorial lecturer in strategic studies at the Johns Hopkins University School of Advanced International Studies.

Brigadier General Jon T. "Ty" Thomas



Brig. Gen. Jon T. "Ty" Thomas is the Joint Staff/J-7 Deputy Director for Future Joint Force Development. As the Deputy Director, he leads a team of more than 130 personnel organized into four divisions and one branch responsible for Joint Concept Development, Joint Wargaming, Joint and Coalition Operational Analysis, and Joint Lessons Learned. The results of Future Joint Force Development activities subsequently inform the development of Joint strategy, plans, doctrine, and training across all services and

combatant commands.

General Thomas graduated from the U.S. Air Force Academy in 1989. He commanded operational flying units at the squadron, group, and wing levels, and is a command pilot with more than 3,900 hours in eleven different aircraft. Prior to his current position, General Thomas served as the Chief of the Program Integration Division in the Directorate of Programs, Headquarters Air Force, the Pentagon, Washington, DC.

General Jon Thomas graduated with highest Academic Distinction from Air War College, Maxwell Air Force Base. His awards and decorations include Legion of Merit with one oak leaf cluster, Defense Meritorious Service Medal, Meritorious Service Medal with three oak leaf clusters, Air Medal, Aerial Achievement Medal with oak leaf cluster, Air Force Commendation Medal.

Lieutenant General William C. Mayville, Jr.



Lieutenant General William C. Mayville, Jr. is the Director for Operations, J-3, on the Joint Staff. He graduated from the United States Military Academy in 1982, branched Infantry and began his career as a Weapons Platoon Leader, Rifle Platoon Leader, and Company Executive Officer with the 1st Battalion, 75th Rangers at Hunter Army Airfield in Savannah, Georgia.

Following attendance at the Infantry Officers Advance Course, LTG Mayville served as a Maintenance Officer and Company Commander in 1st Battalion (Mechanized), 7th Infantry Regiment, 3d Infantry Division. He served as the Brigade Adjutant for the 3d Brigade, 82d Airborne Division and later, the Battalion Operations Officer for 3d Battalion, 505th Parachute Infantry Regiment. He subsequently served in the 75th Ranger Regiment as the Logistics Officer (S-4) and Regimental Executive Officer before taking command of 1st Battalion, 504th Parachute Infantry Regiment, 82d Airborne Division. Following Battalion Command, he was assigned as Chief of Plans and Training, J3 Operations, at the Joint Special Operations Command.

In June 2002, LTG Mayville assumed command of the 173d Airborne Brigade in Vicenza, Italy and commanded the Brigade during its airborne assault in northern Iraq as part of OPERATION IRAQI FREEDOM in March, 2003. Following Brigade Command, he served as Chief of Staff for US Army Southern European Command and the Combined Joint Task Force 76, OPERATION ENDURING FREEDOM.

His assignments as a General Officer include Deputy Director for Operations, J-3 and Deputy Director for Plans and Policy, J-5, for United States European Command; Deputy Commanding General for Support, 82d Airborne Division and Combined Joint Task Force 82, OPERATION ENDURING FREEDOM, and the Director of Operations for HQ, International Security Assistance Force (ISAF). LTG Mayville commanded the First Infantry Division--"The Big Red One"—deploying to OPERATION ENDURING FREEDOM and commanding coalition operations in Regional Command East.

LTG Mayville's awards and decorations include the Distinguish Service Medal, Defense Superior Service Medal with Oak Leaf Cluster, the Legion of Merit, Bronze Star Medal with Valor and Oak Leaf Cluster, the Defense Meritorious Service Medal, the Meritorious Service Medal with Oak Leaf Clusters, the Army Commendation Medal with Oak Leaf Cluster, the Army Achievement Medal, second award of the Combat Infantryman's Badge, Expert Infantryman's Badge, Master Parachutist Badge (with two Bronze Stars), Pathfinder Badge, and the Ranger Tab. His military and civilian education includes the Command and General Staff College, the Naval War College, and the Georgia Institute of Technology.

Major General John W. Nicholson, Jr.



University.

Major General John W. Nicholson, Jr., is the Commanding General of the 82nd Airborne Division in based in Fort Bragg, North Carolina. He was commissioned into the infantry in 1982 upon graduation from the United States Military Academy at West Point. He holds a bachelor's degree in history from Georgetown University, a Bachelor of Science degree from West Point, a master's degree in Military Art and Science from the School for Advanced Military Studies, and a master's degree in National Security Studies from National Defense

University. Major General Nicholson has led Soldiers at all levels from platoon to division in Airborne, Ranger, Mechanized, Stryker and Light Infantry units in five different infantry divisions, and the 75th Ranger Regiment in the United States, Europe, and Afghanistan. His first five years of service were in the 82nd Airborne Division, and he has spent over three of the last six years in Afghanistan as Commander, 3 BCT, 10th Mountain Division (TF Spartan), in RC East in 2006-7, as the Deputy Commanding General of RC South under Dutch MG Maert de Kruif in 2008-9, and as the DCG-Operations for US Forces Afghanistan and Deputy Chief of Staff, Operations for NATO ISAF, from late 2010 to early 2012. Major General Nicholson's Joint and Multinational experience also includes

Deputy Director for Operations, J3, The Joint Staff; the Director of The Joint Staff's Pakistan-Afghanistan Coordination Cell; the Deputy Director for Operations and Intelligence for the Joint IED Defeat Organization; Special Assistant to the Commanding General, Peace Stabilization Force, Bosnia-Herzegovina and Commanding General, US Army Europe; and Chief of Operations at the George C. Marshall European Center for Strategic Studies. Major General Nicholson has also served on the immediate staffs of the Secretary of the Army and the Chief of Staff of the Army.

As the nucleus of the Nation's Global Response Force, the 82nd Airborne Division is ready to deploy anywhere around the globe on short notice to perform a wide range of tasks in support of US National Policy objectives.

Major General Frederick M. Padilla



Major General Padilla was born in April 1959 in Torrejon, Spain, to a career Air Force officer. He is a 1982 graduate of East Carolina University and was commissioned in 1983.

Major General Padilla's assignments in the operating forces include Platoon Commander, Company Commander and Battalion Adjutant, 3d Battalion, 6th Marine Regiment; Rifle and Weapons Company Commander, 3d Battalion, 9th Marine Regiment; Inspector-Instructor, Weapons Company, 2d Battalion, 23rd Marine Regiment; G-3 Operations Officer, 1st Marine Division; Commanding officer, 1st Battalion, 5th Marines and Commanding General, 3d Marine Division.

Other assignments include Command Adjutant, Marine Aircraft Group-42, Detachment A, 4th Marine Aircraft Wing; Commanding Officer, Marine Detachment, USS CANOPUS (AS-34); Commanding Officer, School of Infantry-West; and Chief of Staff, Marine Corps Combat Development Command. His joint assignments include Plans Officer, J3/5 and Secretary of the Joint Staff, Joint Task Force Six; and Branch Chief for the Joint Requirements Oversight Council (J8) on the Joint Staff in the Pentagon. Major General Padilla's first General Officer assignment was as the Commanding General Marine Corps Recruit Depot, Eastern Recruiting Region, Parris Island, South Carolina.

Major General Padilla was promoted to his present rank in July 2013. He is currently the Director of Operations with Plans, Policies and Operations, Headquarters Marine Corps.

Major General Padilla is a graduate of the Marine Corps Amphibious Warfare School, Air Command and Staff College, Armed Forces Staff College and Naval War College. He has a B.A. in Geography and an M.A. in National Security and Strategic Studies.

His personal decorations include the Legion of Merit (with Combat V and two gold stars), Defense Meritorious Service Medal (with oak leaf), the Meritorious Service Medal, the Joint Service Commendation Medal, the Navy and Marine Corps

Major General Frederick M. Padilla, continued

Commendation Medal (with gold star), the Navy and Marine Corps Achievement Medal (with gold star), and the Combat Action Ribbon (with gold star).

Major General Rowayne A. "Wayne" Schatz, Jr.



Maj. Gen. Rowayne A. "Wayne" Schatz, Jr. is the director of Operations and Plans, U.S. Transportation Command, Scott Air Force Base, Ill. He is responsible for directing the deployment of forces and the distribution of supplies and equipment for humanitarian, peacetime, and wartime operations for the Department of Defense, including joint training, exercises, and war planning. In addition, he is responsible for force protection for USTRANSCOM and its components, and has operational control of the Defense

Courier Service and the Joint Operational Support Airlift Center. He also provides associated policy guidance.

General Schatz entered the Air Force in 1983 after graduating from the U.S. Air Force Academy and has served in a variety of operational commands. He commanded the 50th Airlift Squadron, Little Rock Air Force Base, Ark.; three expeditionary airlift squadrons; the 374th Operations Group, Yokota AB, Japan; the 62nd Airlift Wing, McChord AFB, Wash.; the 314th Airlift Wing and 19th Airlift Wing, Little Rock AFB, Ark. The general has deployed in support of operations Southern Watch, Joint Guard, Allied Force, Enduring Freedom and Iraqi Freedom. He served as the Director of Mobility Forces for Operation Enduring Freedom-Philippines in 2002, and as the Deputy Director of Mobility Forces in 2005 for Operation United Assistance supporting tsunami relief efforts throughout South Asia, then for US. Central Command Air Forces where he coordinated theater air mobility support for operations Enduring Freedom and Iraqi Freedom.

The general's previous staff assignments include Fifth Air Force and U.S. Forces Japan, U.S. Special Operations Command, Headquarters U.S. Air Force, U.S. Transportation Command, and the Joint Staff. Prior to his current assignment, he was director of Strategic Plans, Requirements, and Programs, Headquarters Air Mobility Command, Scott AFB, Ill. The general is a command pilot with more than 4,200 hours in C-130 and C-17 aircraft.

He is a graduate from Air War College, Maxwell Air Force Base. He was nominated for Eugene Zuckert Award for Outstanding Management Achievement. His awards and decorations include Distinguished Service Medal, Defense Superior Service Medal with oak leaf cluster, Legion of Merit with two oak leaf clusters, Defense Meritorious Service Medal, Meritorious Service Medal with three oak leaf clusters, Air Medal, Aerial Achievement Medal with oak leaf cluster, Air Force Commendation Medal with two oak leaf clusters and Air Force Achievement Medal.

Wednesday, April 9
3:00PM-4:30PM

Interview with General Raymond T. Odierno, the 38th Chief of Staff of the U.S. Army "Landpower's Role in the Future Joint Force"

General Raymond T. Odierno



General Raymond T. Odierno, assumed duty as the 38th Chief of Staff of the U.S. Army on 7 September 2011.

A native of Rockaway, New Jersey, General Odierno attended the United States Military Academy at West Point, graduating in 1976 with a commission in Field Artillery. During more than 36 years of service, he has commanded units at every echelon, from platoon to theater, with duty in Germany, Albania, Kuwait, Iraq, and the United States. After his first assignment with U.S. Army Europe, General Odierno was assigned to the XVIII Airborne Corps Artillery at Fort Bragg, N.C., where he commanded two batteries and served as a battalion operations officer.

General Odierno returned to U.S. Army Europe serving as a battalion executive officer and division artillery executive officer including deployment for Operations DESERT SHIELD and DESERT STORM. He later commanded 2nd Battalion, 8th Field Artillery, 7th Infantry Division, and the Division Artillery, 1st Cavalry Division.

From October 2001 to June 2004, General Odierno commanded the 4th Infantry Division, leading the division during Operation IRAQI FREEDOM from April 2003 to March 2004. From December 2006 to February 2008, he served as the Commanding General, Multi-National Corps – Iraq (III Corps) as the operational commander of the surge of forces. Later, he served as the Commanding General, Multi-National Force - Iraq and subsequently United States Forces - Iraq, from September 2008 until September 2010. From October 2010 until August 2011, he was the Commander of United States Joint Forces Command.

Other significant assignments include: Arms Control Officer, Office of the Secretary of Defense; Chief of Staff, V Corps; Assistant Division Commander (Support), 1st Armored Division; Deputy Commanding General, Task Force Hawk, Albania; Director of Force Management, Office of the Deputy Chief of Staff for Operations and Plans; and Assistant to the Chairman of the Joint Chiefs of Staff where he was the primary military advisor to Secretaries of State Colin Powell and Condoleezza Rice.

General Odierno holds a Bachelor of Science degree in Engineering from West Point and a master's degree in Nuclear Effects Engineering from North Carolina State University. He is a graduate of the Army War College and holds a master's degree in National Security and Strategic Studies from the Naval War College. He also holds two honorary degrees, a Doctorate in Humane Letters from North Carolina State University and a Doctorate of Laws *Honoris Causa* from the Institute of World Politics.

General Odierno is married to his high school sweetheart, Linda. They have three children: son Tony and his wife Daniela; daughter Katie and her husband Nick Funk; and son Mike. He and Linda also have three grandsons. His oldest son, Army Captain (Retired) Tony Odierno, is a combat veteran.

Wednesday, April 9
3:00PM-4:30PM

Interview with General Raymond T. Odierno, the 38th Chief of Staff of the U.S. Army "Landpower's Role in the Future Joint Force"

General Raymond T. Odierno, continued

General Odierno's awards and decorations include four Defense Distinguished Service Medals, two Army Distinguished Service Medals, the Defense Superior Service Medal, six Legions of Merit, the Bronze Star Medal, the Defense Meritorious Service Medal, four Meritorious Service Medals, the Army Commendation Medal, the Army Achievement Medal, and the Combat Action Badge. He has also received the Secretary of State Distinguished Service Medal and Orders of Military Merit from Brazil, Colombia, Romania, and Italy. He was also appointed as an Officer in the French National Order of the Legion of Honor.

Banquet / Roundtable Discussion, with the University of Pittsburgh Matthew B. Ridgway Center for International Security Studies "Rest of the World Risk"

Dr. Steven K. 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.

Wednesday, April 9
6:00PM-9:00PM

**Banquet / Roundtable Discussion, with the University of Pittsburgh
Matthew B. Ridgway Center for International Security Studies
"Rest of the World Risk"**

Dr. Stephen J. Blank



Dr. Stephen J. Blank is a Senior Fellow at the American Foreign Policy Council in Washington, www.afpc.org.

From 1989-2013 he was a Professor of Russian National Security Studies at the Strategic Studies Institute of the U.S. Army War College in Pennsylvania. In 1998-2001 he was the Douglas MacArthur Professor of Research at the War College.

He has published over 900 articles and monographs on Soviet/Russian, U.S., Asian, and European military and foreign policies, testified frequently before Congress on Russia, China, and Central Asia, consulted for the CIA, major think tanks and foundations, chaired major international conferences in the USA and abroad in Florence, Prague, and London, and has been a commentator on foreign affairs in the media in the United States and abroad. He has also advised major corporations on investing in Russia and is a consultant for the Gerson Lehrmann Group.

He has published or edited 15 books focusing on Russian foreign, energy, and military policies and on International Security in Eurasia. His most recent book is *Russo-Chinese Energy Relations: Politics in Command*, London: Global Markets Briefing, 2006. He has also published *Natural Allies?: Regional Security in Asia and Prospects for Indo-American Strategic Cooperation*, Carlisle Barracks, PA: Strategic Studies Institute, US Army War College, 2005. His most recent book is *Light From the East: Russia's Quest for Great Power Status in Asia* to be published in 2014 by Ashgate Publishers

Dr. Blank is also the author of a study of the Soviet Commissariat of Nationalities, *The Sorcerer as Apprentice: Stalin's Commissariat of Nationalities*, Greenwood Publishing Group, 1994 and the co-editor of *The Soviet Military and the Future*, Greenwood Publishing Group, 1992.

Dr. Blank was Associate Professor for Soviet Studies at the Center for Aerospace Doctrine, Research, and Education of Air University at Maxwell AFB. He also held the position of 1980-86: Assistant Professor of Russian History, University of Texas, San Antonio, 1980-86, and Visiting Assistant Professor of Russian history, University of California, Riverside, 1979-80.

Dr. Blank's M.A. and Ph.D. are in Russian History from the University of Chicago. His B.A is in History from the University of Pennsylvania.

Wednesday, April 9
6:00PM-9:00PM

**Banquet / Roundtable Discussion, with the University of Pittsburgh
Matthew B. Ridgway Center for International Security Studies
"Rest of the World Risk"**

Dr. Robert J. Bunker



Dr. Robert J. Bunker is a Distinguished Visiting Professor and Minerva Chair at the Strategic Studies Institute, U.S. Army War College. He is also Adjunct Faculty, Department of Politics and Economics, Claremont Graduate University.

Dr. Bunker holds university degrees in political science, government, social science, anthropology-geography, behavioral science, and history and has counterterrorism and counternarcotics training.

Past professional activities include Futurist in Residence, FBI Academy; Counter-OPFOR Program, NLECTC-WEST; LA Terrorism Early Warning Group; and LA HIDTA. He has taught many national security and political science courses and has delivered over 200 presentations and training sessions.

He has well over 200 publications including many recent collections on the Mexican cartels, gangs, and organized crime. His Minerva research focus is on Dark Globalization and New Insurgency Forms.

Ms. Lesley A. Warner



Ms. Lesley Anne Warner is an Africa analyst at the Center for Strategic Studies at the Center for Naval Analyses (CNA). She has directed studies on security cooperation and crisis response operations in Africa; observed and assessed multinational naval exercises Obangame Express and Cutlass Express; and supported wargames on post-Qadhafi Libya and post-referendum Sudan/South Sudan.

Ms. Warner has recently returned from a FY13 IPA assignment at the Center for Complex Operations at National Defense University, where she directed an analysis of the Trans Sahara Counter Terrorism Partnership. Prior to joining CNA, Ms. Warner worked at the Africa Center for Strategic Studies as a Writer/Editor, supporting seminars designed to strengthen the U.S. relationship with the future political and military leaders of African countries. She previously worked at the RAND Corporation, where she participated in projects on counterinsurgency, security sector reform, weak/ failed states and nation-building.

Ms. Warner holds a M.A. in Security Studies from the Edmund A. Walsh School of Foreign Service at Georgetown University and a B.A. in International Relations from Carleton College. She is currently a PhD candidate in War Studies at Kings College London, where her dissertation focuses on the challenges inherent in South Sudan's

Wednesday, April 9
6:00PM-9:00PM

**Banquet / Roundtable Discussion, with the University of Pittsburgh
Matthew B. Ridgway Center for International Security Studies
"Rest of the World Risk"**

Ms. Lesley A. Warner, continued

efforts to integrate non-statutory armed forces into the Sudan People's Liberation Army (SPLA) while simultaneously demobilizing 90,000 soldiers and rightsizing the military.

Ms. Warner is the recipient of the David L. Boren National Security Education Program Scholarship and the Mellon- Mays Undergraduate Fellowship. She has published in *PRISM*, *RUSI Journal*, *World Politics Review*, *The Atlantic*, *Christian Science Monitor*, *Naval War College Review*, *African Arguments* and the *Journal of International Peace Operations* and has been quoted in the *New York Times*, *Global Post*, *Stars & Stripes*, *Think Africa Press*, *The American Interest*, *Think Progress*, and *World Politics Review's Trend Lines*.

Dr. Phil Williams

Dr. Phil Williams is a professor at the University of Pittsburgh and former director of the Matthew B. Ridgway Center for International Security Studies in the Graduate School of Public and International Affairs (GSPIA) at the University of Pittsburgh

Dr. Williams's research interests focus on security studies, foreign policy analysis, transnational organized crime, and terrorism. He conducted research on South Asian proliferation networks funded by the Naval Postgraduate School, and he conducted an open source analysis of Chinese anti-satellite missile developments funded by the National Aerospace Intelligence Center.

He wrote *Organized Crime in Russia and the Commonwealth of Independent States* (2007). Two select articles of his research are "Terrorist Financing and Attack Warning Indicators" in *Terrorist Financing and State Response: A comparative Perspective* by Stanford University Press (2007), and "Strategies for a New World: Combating Organized Crime and Terrorism" in *Strategy in the Contemporary World* of Oxford University Press (2006). His publications and funded research utilize various media including a blog on "Ecologies of Disorder" on the Global Futures Partnership (CIA) website.

Dr. Williams received the GSPIA Teaching Award in 2007 and contributed to efforts in the United Nations Crime Prevention Branch as well as the United Nations International Drug Control Program. He received his BA in politics and history from the University College of Wales, Swansea, and his M.Sc. in strategic studies from the University College of Wales, Aberystwyth. In 1988 he earned his PhD. at the University of Southampton.

Thursday, April 10
8:30AM-9:30AM

Keynote Address Speaker - Dr. Richard Haass
"Seeing the Future and Organizing to Confront It"

Dr. Richard Haass

Dr. Richard Haass is president of the Council on Foreign Relations, a position he has held for more than a decade. The Council on Foreign Relations is an independent, nonpartisan membership organization, think tank, and publisher dedicated to being a resource for its members, government officials, business executives, journalists, educators and students, civic and religious leaders, and other interested citizens in order to help them better understand the world and the foreign policy choices facing the United States and other countries.

Dr. Haass is the author or editor of twelve books on American foreign policy and one book on management. His most recent book is *Foreign Policy Begins at Home: The Case for Putting America's House in Order*. Dr. Haass was the independent chair of the official multi-party panel established in 2013 to address some of the most divisive political issues affecting Northern Ireland. For his efforts to promote peace and resolution there, he received the 2013 Tipperary International Peace Award.

From January 2001 to June 2003, Dr. Richard Haass was director of policy planning for the Department of State, where he was a principal adviser to Secretary of State Colin Powell. Confirmed by the U.S. Senate to hold the rank of ambassador, Dr. Haass also served as U.S. coordinator for policy toward the future of Afghanistan and U.S. envoy to the Northern Ireland peace process. For his efforts, he received the State Department's Distinguished Honor Award.

Dr. Haass has extensive additional government experience. From 1989 to 1993, he was special assistant to President George H.W. Bush and senior director for Near East and South Asian affairs on the staff of the National Security Council. In 1991, Dr. Haass was awarded the Presidential Citizens Medal for his contributions to the development and articulation of U.S. policy during Operations Desert Shield and Desert Storm. Previously, he served in the Departments of State (1981-85) and Defense (1979-80) and was a legislative aide in the U.S. Senate.

Dr. Haass also was vice president and director of foreign policy studies at the Brookings Institution, the Sol M. Linowitz visiting professor of international studies at Hamilton College, a senior associate at the Carnegie Endowment for International Peace, a lecturer in public policy at Harvard University's John F. Kennedy School of Government, and a research associate at the International Institute for Strategic Studies. A Rhodes Scholar, Dr. Haass holds a BA from Oberlin College and Master and Doctor of Philosophy degrees from Oxford University. He has received honorary degrees from Hamilton College, Franklin & Marshall College, Georgetown University, Oberlin College, Central College, and Miami Dade College.

Dr. Samuel J. Brannen



Sam Brannen is a senior fellow in the International Security Program at the Center for Strategic and International Studies (CSIS), where his research focuses on U.S. defense and national security strategy and policy, unmanned systems technology, and U.S.-Turkey relations. Prior to rejoining CSIS in May 2013, Brannen served at the Pentagon as special assistant to the principal deputy under secretary of defense for policy. In that position, he advised and supported the second-ranking U.S. defense policy official on a range of defense and national security matters. From July 2010 to September 2012, Brannen was country director for Turkey, Cyprus, and Malta in the Office of Secretary of Defense. He advised senior Pentagon officials on adapting the U.S.-Turkey defense relationship to changing internal and regional dynamics. Prior to that, he was special assistant to the deputy under secretary of defense for strategy, plans, and forces and assisted in the process and drafting of the 2010 Quadrennial Defense Review

Before rejoining government at the start of the Obama administration, Brannen held various positions at CSIS from 2002 to 2009, including as a fellow and deputy director of the International Security Program and as assistant director of the Global Strategy Institute. From 2006 to 2007, he served as a loaned employee to the U.S. government, working as a strategist in the Office of the Under Secretary of Defense for Policy, where he concentrated on maritime security and U.S.-European cooperation. He also served as a staff member for the Independent Commission on the Security Forces of Iraq, chaired by General James L. Jones, USA, Ret.. Brannen holds a B.A. in political science from Trinity University (San Antonio, TX) and an M.A. in international affairs from the George Washington University. He has been awarded the Office of the Secretary of Defense Medal for Exceptional Public Service four times and has received the Department of State Superior Service Award and Secretary of Defense Award for Excellence.

Captain Henry J. "Jerry" Hendrix



Captain Henry J. (Jerry) Hendrix serves as the Director, Naval History and Heritage Command and Curator for the Navy.

CAPT Hendrix was commissioned in 1988 through the NROTC program at Purdue University. Assigned to the Naval Aviation Schools Command in Pensacola, FL, he earned his Naval Flight Officer wings in 1989. Ordered to Patrol Squadron TEN in Brunswick, ME, he served in a variety of positions and deployed to the Mediterranean, Red Sea, North Atlantic, and Caribbean. Qualified as an Instructor Tactical Coordinator and Mission Commander, he was named by the Navy League the Casco Bay Junior Officer of the Year in 1990.

Thursday, April 10
9:45AM-11:15AM

Panel IV - The International Security Program, Center for Strategic and International Studies "Global Agility: The Range of Military Operations and Its Impact on Roles and Missions"

Captain Henry J. "Jerry" Hendrix, continued

Joining the Norfolk-based aircraft carrier USS THEODORE ROOSEVELT (CVN-71) in 1994, he qualified as a Tactical Action Officer. He also served as the Operations Department Training Officer, and as Protocol Officer while temporarily assigned to the Carrier Group EIGHT staff. CDR Hendrix made two Mediterranean and Arabian Gulf deployments, and was named the ship's Junior Officer of the Year in 1997.

In 2001 CAPT Hendrix was named the Staff Assistant for Strategic Concepts for the Chief of Naval Operation's Executive Panel (N00K). While on the personal staff of the CNO his efforts centered on Homeland Defense, Naval Aviation, and Navy Missile Defense.

Selected as the Navy Fellow to the Weatherhead Center for International Affairs at Harvard University in the summer of 2003, CAPT Hendrix focused on the use of naval power as an instrument of coercive diplomacy. He has been awarded a Bachelor Degree in Political Science, Masters Degrees from the Naval Postgraduate School (National Security Affairs) and Harvard University (History) and received his doctorate from King's College, London (War Studies).

CAPT Hendrix commanded Tactical Air Control Squadron ELEVEN, home ported at Naval Amphibious Base Coronado, California, deploying to the Arabian Gulf as Officer in Charge of Detachment Four in support of Expeditionary Strike Group THREE. Following a tour in the Office of the Undersecretary of Defense for Policy (Force Development) where he served as Executive Secretary for the Irregular Warfare Quadrennial Defense Review cell, Captain Hendrix was by name requested for assignment to the OSD Office of Net Assessment where he served as the Senior Military Assistant to the Director from September, 2009 to September 2011. In this position he assisted the Director on topics related to future capabilities and alternative security environments. From 2011-2012 Captain Hendrix served as the Director of the Secretary of the Navy's Advisory Panel until ordered by the Secretary to his present duties.

CAPT Hendrix's awards include the Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal (two), Navy Commendation Medal (three) and the Navy-Marine Corps Achievement Medal (two). He has twice been named the Samuel Eliot Morison Scholar by the Navy Historical Center in Washington, DC, and was also the Center's 2005 Rear Admiral John D. Hays Fellow. He also held the Marine Corps' 2005 General Lemuel C. Shepherd, Jr. Fellowship. He has authored the book Theodore Roosevelt's Naval Diplomacy and received a number of awards, including the United States Navy League's Alfred T. Mahan Award for Literary Achievement. Captain Hendrix is married to the former Penny K. Preston of LaGrange, Indiana.

Thursday, April 10
9:45AM-11:15AM

Panel IV - The International Security Program, Center for Strategic and International Studies "Global Agility: The Range of Military Operations and Its Impact on Roles and Missions"

Mr. Francis G. Hoffman



Mr. Francis G. Hoffman is a senior research fellow at the Center for Strategic Research.

Mr. 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.

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.

He served on the 2004 Defense Science Board for Post-Conflict Stability Operations and lectured extensively at PME institutions in Japan, Taiwan, Austria, Denmark, Sweden, 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 is a candidate for a doctorate at Kings College London.

Thursday, April 10
9:45AM-11:15AM

Panel IV - The International Security Program, Center for Strategic and International Studies "Global Agility: The Range of Military Operations and Its Impact on Roles and Missions"

Lieutenant General Christopher D. Miller, USAF Retired



Lt. Gen. Christopher D. Miller, USAF Ret. was Deputy Chief of Staff for Strategic Plans and Programs, Headquarters U.S. Air Force, Washington, DC. On behalf of the Chief of Staff and Secretary of the Air Force, General Miller led the development and integration of the Air Force's long-range plans and the five-year, \$635 billion U.S. Air Force Future Years Defense Program, supporting 680,000 active duty, Guard, Reserve and civilian Airmen to build, sustain and employ effective air, space and cyber forces to achieve national defense

objectives.

General Miller was a distinguished graduate of the U.S. Air Force Academy in 1980, subsequently earning a master's degree as a Rhodes Scholar at Oxford University. General Miller's operational assignments include expeditionary wing command as the senior Air Force commander in Afghanistan, responsible for Airmen and aircraft conducting joint and coalition reconstruction and combat operations; and command of America's only B-2 wing at Whiteman AFB, Mo. He was part of the B-1B initial cadre, commanding at both squadron and group levels during maturation of the B-1's global conventional strike capability.

Lieutenant General Miller staff assignments include two tours at Headquarters U.S. Air Force in international affairs and plans and policy positions; and duty as policy adviser to the U.S. Ambassador to NATO. He was a Military Fellow at the Council on Foreign Relations; the Director of Assignments at the Air Force Personnel Center; and Director of Plans, Policy and Strategy for North American Aerospace Defense Command and U.S. Northern Command.

Lieutenant General Miller is a command pilot with more than 2,700 flying hours in B-2, B-1 and T-38 aircraft. His awards and decorations includes Distinguished Service Medal, Defense Superior Service Medal with oak leaf cluster, Legion of Merit with two oak leaf clusters, Bronze Star Medal, Meritorious Service Medal with three oak leaf cluster, Afghanistan Campaign Medal with two bronze stars, Combat Readiness Medal and Government of Canada Meritorious Service Medal.

Lieutenant General Terry A. Wolff, USA, Retired



Lieutenant General Terry A. Wolff, USA, Retired served as the Joint Staff, Director of Strategic Plans and Policy, J-5 from September 2011 until December 2013. He retired February the 1st after completing over 34 years of service.

Commissioned a second lieutenant from the United States Military Academy in 1979, Lieutenant Wolff attended

Thursday, April 10
9:45AM-11:15AM

Panel IV - The International Security Program, Center for Strategic and International Studies "Global Agility: The Range of Military Operations and Its Impact on Roles and Missions"

Lieutenant General Terry A. Wolff, USA, Retired, continued

Ranger School and the Armor Officer Basic Course. His initial tour was spent at Fort Hood serving in the 1st Squadron, 9th Cavalry as a Platoon Leader and Troop Executive Officer, then as the 1st Cavalry Division Assistant Secretary of the General Staff. In 1983, following the Armor Officer Advance Course, Captain Wolff spent three years with the 1st Squadron, 1st Cavalry, 1st Armored Division in Schwabach, Germany, serving as the S3 Air and the C Troop Commander.

Upon returning from Europe in 1986, Captain Wolff spent three years at Armor Branch as an Assignment Officer. In 1991, following two years at Fort Leavenworth, Major Wolff returned to Germany as the 3rd Infantry Division G3 Plans Officer. In 1992, he moved to Vilseck, serving as the battalion S3 of 1st Battalion, 37th Armor and the brigade S3 of 3rd Brigade, 3rd Infantry Division. In the summer of 1995, Lieutenant Colonel Wolff moved to Fort Carson, Colorado, becoming the Deputy Regimental Commander of the 3rd Armored Cavalry Regiment. From June 1996 to June 1998, he commanded the Regiment's Third Squadron.

The summer of 1999 saw Lieutenant Colonel Wolff graduating from the Naval War College and returning to Germany where he served as the G3 of the 1st Armored Division.

Colonel Wolff commanded the 2nd Armored Cavalry Regiment for three years, taking them to Iraq in March 2003. This assignment was followed by two years on the Joint Staff, first as the Eastern Europe and Eurasia Division Chief and later as a Special Assistant to the Assistant to the Chairman.

In 2005, Colonel Wolff became the Deputy Commanding General of the 7th Infantry Division and Fort Carson. Brigadier General Wolff deployed to Iraq in 2006, serving as the Commanding General of the Coalition Military Assistance Training Team.

After nearly two years on the National Security Council as a Special Assistant to the President and Senior Director for Iraq and Afghanistan, Major General Wolff returned to Germany and the First Armored Division. He commanded 1AD from May 2009 to May 2011, a period which including a deployment to Iraq and the command of the United States Division Center. Following the division's redeployment, Major General Wolff also served as the Deputy Commanding General of United States Army Europe for five months, departing Europe in July.

Colonel Matthew Lopez, USMC, Retired



Colonel Matthew Lopez, USMC, Ret. is a senior Concept Developer for the Joint Staff J-7, Future Joint Force Development.

As Deputy Director of USJFCOM's JCD&E Directorate, Mr. Lopez was the responsible lead for the authoring numerous Joint Concepts, including the Joint Urban Operations Concept, the Major Combat Operations Joint Operating Concept, and the Security and Stability Operations Concept. As Deputy Director, he provided oversight into all aspects of experimentation design, control, and planning.

Mr. Lopez was also a strategic planner for the CJCS Strategic Planning Cell and assisted in the development of forcible entry operations in Afghanistan and Iraq. Furthermore, as part of the Commandant's Strategic Planning Cell, Mr. Lopez authored drafts of the U.S. Marine Corps' Expeditionary Maneuver Warfare document and participated as the Marine Corps action officer for USJFCOM's Rapid Decisive Operations Wargames, which focused on future forcible entry capabilities. He served as lead for the writing team that developed the Joint Operational Access Concept in 2012.

Mr. Lopez commanded the 6th Marine Regiment, 2nd MARDIV in Al Anbar Province, Iraq and was Director USJFCOM Forward MNF-Iraq. As Commanding Officer, Third Battalion, Seventh Marines, Regimental Combat Team 7, in support of Operation IRAQI FREEDOM II, Col. Lopez was awarded the Silver Star.

Thursday, April 10
11:30AM-1:00PM

Luncheon, J-7 Panel "Conducting Operations Across Domains"

Brigadier General Edward A. "Ed" Fienga



Brig. Gen. Edward A. Fienga is the Deputy Director of Programs, Office of the Deputy Chief of Staff for Strategic Plans and Programs, Headquarters U.S. Air Force, Washington, D.C. The Directorate of Programs develops, integrates, evaluates, and analyzes the Air Force Program across the Future Years Defense Plan and is responsible for maintaining the integrity and discipline of the Air Force Corporate Structure process.

Prior to his current assignment, General Fienga was the Deputy Director, Air, Space and Cyberspace Operations, Headquarters Air Force Space Command where he was responsible for organizing, training, and equipping Air Force Space Command units for space and cyberspace operations and integrating space and cyber capabilities at the operational level of war. He was the Director of Space Combat Plans and Programs, Joint Functional Component Command for Space, at Vandenberg Air Force Base.

General Fienga entered the Air Force in 1986 as a graduate of The Citadel. He has served in various capacities, including assignments as an Airborne Weapons Director on the E-3A Airborne Warning and Control System, a Legislative Fellow on Capitol Hill, a joint space combat operations planner and a programmer on the Air Staff formulating space and missile budgets. General Fienga has commanded at the squadron and Air Base Group levels.

General Fienga received his master's from Webster University, and completed the Executive Leadership Course at the University of Virginia Darden Graduate School of Business. He also completed the Leadership Development Program at Center for Creative Leadership. His military awards include the Defense Superior Service Medal, Legion of Merit with oak leaf cluster, the Meritorious Service Medal with silver oak leaf cluster, and the Joint Service Commendation Medal.

Major General William C. Hix



Major General William C. Hix became Deputy Director/Chief of Staff of the Army Capabilities Integration Center on 1 July 2013.

Major General Hix came to Training and Doctrine Command from Afghanistan where he served as Director, Future Operations, International Security Assistance Force Joint Command, from 2011 to 2012. Earlier wartime service includes assignments as Commander, Afghan Regional Security Integration Command-South, from 2008 to 2009, with responsibility for developing and advising all Afghan Army and Police forces in southern Afghanistan, Chief of Staff, Combined Security Transition Command, Afghanistan, from 2007 to 2008, and Chief of Strategy, Multi-National Force, Iraq, from 2004 to 2005.

Major General Hix has served in a variety of strategy and planning positions, including as Director for Operational Plans and Joint Force Development, Joint Staff J-7, from 2009 to 2010, Strategy Division Chief, Joint Staff J-5, principal special assistant to Commander, U.S. Joint Forces Command, Supreme Allied Commander, Atlantic, and Supreme Allied Commander, Transformation, and as a staff officer at Combined Forces Command, Korea.

Previous operational assignments include command and staff positions in the 82d Airborne Division, 1st Battalion, 1st Special Forces Group (Airborne), and the 101st Airborne Division (Air Assault), with operational tours spanning peacekeeping missions in the Sinai and the Western Sahara and command in Desert Shield and Desert Storm.

Born in Washington, DC, Major General Hix was commissioned as an infantry officer following graduation from the U.S. Military Academy in 1981. He holds a Masters of

Military Art and Science, was a National Security Affairs Fellow at the Hoover Institution on War, Revolution, and Peace at Stanford University and is a member of the International Institute for Strategic Studies.

Major General Hix is a master parachutist and has earned the Combat (with Star) and Expert Infantryman Badges, Special Forces and Ranger Tabs, and Military Freefall, Pathfinder and Air Assault Badges. His awards and decorations include the Defense Superior Service Medal (with 2 Oak Leaf Clusters), Legion of Merit (with 1 Oak Leaf Cluster), Bronze Star Medal (with 2 Oak Leaf Clusters), Southwest Asia Service Medal (with 2 Bronze Service Stars), Afghanistan Campaign Medal, Iraq Campaign Medal, NATO non-Article 5 Medal, and United Nations Medal (MINURSO).

Major General James J. Jones



Maj. Gen. James J. Jones is the Deputy Commander, U.S. Air Forces Central Command; Deputy, Combined Force Air Component Commander, U.S. Central Command; and Vice Commander 9th Air Expeditionary Task Force, Air Combat Command, Southwest Asia. He is responsible for the command and control of air operations in support of United States Forces-Iraq and International Security Assistance Force.

General Jones received his commission through Officer Training School in 1983 after graduating with a Bachelor of Science degree in music education from Louisiana Tech University in 1981. His early assignments include instructor pilot, Chief of Weapons and Tactics, and an academic flight commander at the U.S. Air Force Weapons School. He has held staff positions at the Air Land Sea Application Center and Headquarters U.S. Air Force. He has previously commanded a fighter squadron, two operations groups, an air control wing and the 55th Wing at Offutt AFB, Neb. The general also served as Commander, 380th Air Expeditionary Wing, Southwest Asia.

General Jones is a command pilot with more than 2,700 flying hours. He received his bachelor of science degree from Louisiana Tech University and master's degree in aeronautical science from Embry-Riddle Aeronautical University. In 2001 he received a master of arts degree in national security and strategic studies from the Naval War College in Newport, Rhode Island.

General Jones' awards and decorations include the Legion of Merit with oak leaf cluster, Bronze Star Medal, Defense Meritorious Service Medal, Meritorious Service Medal with two oak leaf clusters, Air Medal, Aerial Achievement Medal, Air Force Commendation Medal with oak leaf cluster, Combat Readiness Medal with oak leaf cluster, National Defense Service Medal with bronze star, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, and the Korea Defense Service Medal.

Rear Admiral Brian E. Luther



Rear Admiral Brian E. Luther is the Director of Operations and Plans (N31), for the Chief of Naval Operations. RDML Luther was raised in Trumbull, Conn. He is a 1984 graduate of Marquette University of Milwaukee, Wis., where he received a Bachelor of Science degree in Computer Science. He holds a Master of Business Administration (MBA) from George Mason University in Fairfax, Va.

RDML Luther commanded the Scouts of Sea Control Squadron (VS) 24, which participated in Operation Enduring Freedom and was awarded the Battle "E", CNO Safety "S" and the Golden Anchor retention excellence award. He commanded USS Tarawa (LHA 1) for her final deployment where her crew earned the Department of the Navy Safety Award, the Admiral Flatley Memorial Award for Aviation Safety, Battle "E" and Golden Anchor. He commanded USS George H. W. Bush (CVN 77) for her maiden deployment where her crew earned the Battenberg Cup as the best all-around ship in the U.S. Atlantic fleet, the "Jig Dog" Ramage award for excellence in carrier operations, the Admiral Flatley Award, Battle "E" and Golden Anchor.

Prior to squadron command, his afloat tours included service as a pilot and air wing staff officer aboard various aircraft carriers on the east coast. Following nuclear power training, Luther served as the executive officer of the USS Nimitz (CVN 68).

Ashore, RDML Luther was introduced to the Pentagon as a Joint Staff Intern (J6K) and watchstander in the National Military Command Center during Operation Desert Storm, followed by assignments as the Tactical Air Analyst for the Director, Strike and Amphibious Warfare Division (OP-74) on the staff of the Chief of Naval Operations and program analyst at the S-3 Class Desk, Naval Air Systems Command. RDML Luther later served two tours on the staff of the Assistant Secretary of the Navy, Financial Management and Comptroller as a budget analyst and as Assistant Director, Office of Budget. Most recently, he served as a Congressional Liaison to the House and Senate Appropriations Committees in the Office of the Secretary of Defense (Comptroller).

RDML Luther's awards include the Defense Superior Service Medal, Legion of Merit, Bronze Star, Meritorious Service Medal, and various campaign, unit and service awards including the Sea Control Wing Atlantic Pilot of the Year. In addition, he was recognized as the honor graduate for his MBA program. He has flown over 3,400 flight hours and has accumulated 825 carrier landings.

Thursday, April 10
1:15PM-2:45PM

**"Globally Integrated Operations and the New Road to
Rainbow" Panel V, with the Center for Naval Analyses**

Dr. Nora Bensahel



Dr. Nora Bensahel is Senior Fellow and Co-Director of the Responsible Defense Program at the Center for a New American Security (CNAS).

She recently co-authored *Hard Choices: Responsible Defense in an Age of Austerity* and *Sustainable Pre-eminence: Reforming the U.S. Military at a Time of Strategic Change*. Her other research interests include stability operations, counterinsurgency, civilian capacity for operations abroad, and coalition and alliance operations. She is also an Adjunct Associate Professor in the Security Studies Program at the

Edmund A. Walsh School of Foreign Service, Georgetown University, where she teaches M.A. classes and received the Alumni Leadership Council Teaching Award.

Prior to joining CNAS, Dr. Bensahel served as a Senior Political Scientist at the RAND Corporation. She published many reports there, including *After Saddam: Postwar Planning and the Occupation of Iraq*, *Improving Capacity for Stabilization and Reconstruction Operations*, *Europe's Role in Nation-Building*, *The Counterterrorism Coalitions* and "The Experience of Foreign Militaries," in *Sexual Orientation and U.S. Military Personnel Policy: An Update of RAND's 1993 Study*. She has also written several book chapters and published articles in *Defence Studies*, *European Security*, *Joint Force Quarterly*, *Journal of Strategic Studies*, *Studies in Conflict and Terrorism* and *Survival*.

Dr. Bensahel has made expert appearances on a wide range of domestic and international television and radio programs, including ARD, BBC, CBS, C-SPAN, Fox News, NBC, NPR, PBS, and Voice of America. She has also been quoted by *The New York Times*, *USA Today*, *National Journal*, *Politico*, *The Huffington Post*, *Newsweek*, Associated Press and Reuters.

She received her Ph.D. and M.A. degrees from the Department of Political Science at Stanford University and her B.A., magna cum laude, from Cornell University. While at Stanford, she worked as a research assistant for former Secretary of Defense William J. Perry. She held fellowships at the Center for International Security and Cooperation at Stanford University and the John M. Olin Institute for Strategic Studies at Harvard University.

General James Cartwright, USA, Retired



General James Cartwright retired from active duty on 1 September 2011, after 40 years of service in the United States Marine Corps.

Unique among Marines, General Cartwright served as Commander, U.S. Strategic Command, before being nominated and appointed as the 8th Vice Chairman of the Joint Chiefs of Staff, the nation's second highest military officer. General Cartwright served his four year tenure as Vice Chairman across two Presidential administrations and constant military operations against diverse and evolving enemies. He became widely recognized for his technical acumen, vision of future national security concepts, and keen ability to integrate systems, organizations and people in ways that encouraged creativity and sparked innovation in the areas of strategic deterrence, nuclear proliferation, missile defense, cyber security, and adaptive acquisition processes.

Born in Rockford, Illinois, he attended the University of Iowa and was commissioned a Second Lieutenant of Marines in 1971. He was both a Naval Flight Officer and Naval Aviator who flew the F-4 Phantom, OA-4 Skyhawk, and F/A-18 Hornet. In 1983 he was named Outstanding Carrier Aviator of the Year by the Association of Naval Aviation. General Cartwright graduated with distinction from the Air Command and Staff College, received a Master of Arts in National Security and Strategic Studies from the Naval War College, completed a fellowship with the Massachusetts Institute of Technology, and was honored with a Naval War College Distinguished Graduate Leadership Award.

General Cartwright currently serves as the inaugural holder of the Harold Brown Chair in Defense Policy Studies for the Center for Strategic & International Studies. In addition, General Cartwright serves as a member of The Raytheon Company Board of Directors, a Harvard Belfer Center Senior Fellow, and a defense consultant for ABC News.

General Cartwright is also an advisor for several corporate entities involved in global management consulting; technology services and program solutions; predictive and Big Data Analytics; and advanced systems engineering, integration, and decision-support services. He serves as an advisor to the Boards of Directors for Accenture Federal Services, Enlightenment Capital, IxReveal, Logos Technologies, Opera Solutions, and TASC. General Cartwright is also affiliated with a number of professional organizations to include the Aspen Strategy Group, The Atlantic Council, Global Zero, and the Nuclear Threat Initiative.

Thursday, April 10
1:15PM-2:45PM

**"Globally Integrated Operations and the New Road to
Rainbow" Panel V, with the Center for Naval Analyses**

Dr. Richard A. Lacquement, Jr.



Dr. Richard A. Lacquement Jr., Ph.D., is the Dean, School of Strategic Landpower, at the U.S. Army War College. He is a political scientist and strategist.

During almost 30 years of active service in the US Army, he was a Strategist and Field Artillery officer. Before his retirement in 2013, he had many senior level assignments, to include with NATO's International Security Assistance Force (ISAF) Joint Command in Afghanistan, as Chief of Plans for U.S. Forces Korea, and in the Office of the Secretary of Defense for Policy. He has had tactical assignments in U.S. Army Airborne, Air Assault and Armored units (to include combat operations in Iraq in 1991 and 2003). He has also had teaching assignments at the U.S. Military Academy and the U.S. Naval War College.

He is the author of *Shaping American Military Capabilities after the Cold War*, and several articles and book chapters on national security, civil-military relations, stability operations and counterinsurgency (to include as lead author for Chapter 2 "Unity of Effort," in FM 3-24, Counterinsurgency).

He holds a B.S. from the U.S. Military Academy, Masters degrees from the Naval War College and Army War College, and M.P.A. and Ph.D. degrees in International Relations from Princeton University.

Thursday, April 10
1:15PM-2:45PM

**"Globally Integrated Operations and the New Road to
Rainbow" Panel V, with the Center for Naval Analyses**

Dr. Eric V. Thompson



Eric V. Thompson, Ph.D., is vice president and director of Strategic Studies for the Center for Naval Analyses Corporation. 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's research and analysis extends beyond the Middle East. He has led studies addressing interoperability with NATO navies, global force structure requirements, the implications of the deployment of theater ballistic missile defense systems, the use of distance learning technology in preparing for coalition operations, the effectiveness of Partnership for Peace programs, and future security cooperation priorities for the U.S. military.

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.

Ms. Anne A. Witkowsky



Ms. Anne A. Witkowsky served as the Deputy Coordinator for Homeland Security and Multilateral Affairs in the Bureau of Counterterrorism at the U.S. Department of State from 2009-2013. In this position she was responsible for homeland security matters related to U.S. foreign and counterterrorism policy, terrorism designations and sanctions, terrorism screening and information sharing programs, and counterterrorism policy and programs pursued through multilateral organizations. From August 2012 through December 2013 she also served as the Bureau's Acting Principal Deputy Coordinator, which included responsibility for the Bureau's plans, programs and resources.

Ms. Witkowsky served as a Senior Fellow at the Center for Strategic and International Studies (CSIS) from 2000-2007 and a CSIS non-resident Senior Associate from 2007-2009, where she led and participated in projects on homeland and international security issues. She directed the CSIS Embassy of the Future commission, which examined enhancements to the effectiveness of the U.S. overseas diplomatic presence; served on the CSIS Beyond Goldwater-Nichols studies, which included an examination of interagency coordination; directed a domestic terrorist attack simulation exercise; and served as the executive director of the Secretary of Energy-requested CSIS Commission on Science and Security. During her CSIS affiliation, she authored and contributed to a number of publications.

From 1993-2000, Ms. Witkowsky served as a Director for Defense Policy and Arms Control on the National Security Council (NSC) staff, where she was principally responsible for European security and conventional arms control treaty negotiations and implementation.

Prior to taking her position on the NSC staff, Ms. Witkowsky served from 1988-2002 in the Office of the Secretary of Defense (OSD), U.S. Department of Defense, in the Office of Russia, Ukraine, and Eurasian Affairs and in the Office of European Security Negotiations. She began her career in the federal government as an OSD Presidential Management Intern.

She is a recipient of both Superior and Meritorious Honor Awards from the Department of State, and of the Department of Defense Medal for Distinguished Civilian Service.

Ms. Witkowsky is a member of the Council on Foreign Relations. She holds a B.A. in Russian and East European studies from Yale University. She received her M.P.A., with a concentration in international security, from Harvard University's John F. Kennedy School of Government.

Thursday, April 10
3:00PM-4:00PM

**Closing Address -- Lieutenant General Sir Graeme Lamb KBE CMG
DSO, British Army (Ret.) "Confronting the World as It Is"**

Lieutenant General (Retired) Sir Graeme Lamb, KBE, CMG, DSO



Lieutenant General Sir Graeme Lamb was commissioned into the British Army in 1973. For the following 38 years he deployed in various theatres of war during which he commanded on operations at every rank. Commissioned into the Queen's Own Highlanders he has served in numerous staff and operational appointments including Commanding the 5th Airborne Brigade, the 3rd Division, various doctrine and training posts and as Assistant Commandant at the staff of the Joint Services Command and Staff College.

He stepped down as Commander of the Field Army in July 2009 and returned to Afghanistan at the direct request of General David Petraeus and General Stanley McChrystal, of the US Army to scope a programme designed to repeat the success in Iraq whereby insurgents are persuaded to give up their arms. In Iraq he was instrumental in convincing his U.S. colleagues to adopt the principle of a process requiring "patience, subtlety, and a willingness to accept that Iraqis' own proclivities were going to drive much of the war's outcome" and the need to talk to the insurgents leading to a "strategic engagement initiative" that reduced violence.

He completed UKSF selection in 1977 and an extended Troop Commanders tour of duty, returning as a Squadron Commander for the Falklands Campaign. On completion of his Staff College Course he returned as the Operations Officer and again as a Lieutenant Colonel Special Forces in direct support of Lieutenant General Sir Peter De La Billiere for the 1st Gulf War. He was selected as Director Special Forces in March 2001 and oversaw Global operations specifically the Balkans, Afghanistan and Iraq.

He was recognized with a Mention in Dispatches, an OCVS, MBE, OBE, CMG, DSO and KBE. He also holds the US Legion of Merit.

He, much like Keith Richards of the Rolling Stones, is still on tour.

BALANCING THE JOINT FORCE FOR FUTURE SECURITY CHALLENGES

APRIL 8-10, 2014

THANK YOU FOR YOUR ATTENDANCE AND
PARTICIPATION IN THE XXV ANNUAL
STRATEGY CONFERENCE OF THE U.S. ARMY
WAR COLLEGE.

