

Combating Asymmetric Threats:

The Interplay of Offense and Defense

April 2, 2013

Ronald Reagan Building and International Trade Center
Washington, DC



Welcome

Dr. J.P. (Jack) London

Executive Chairman, CACI International Inc

Dr. J.P. (Jack) London is Executive Chairman and Chairman of the Board of CACI International Inc. He previously served as CACI's President and Chief Executive Officer for 23 years. Under his leadership, CACI has grown from a small consulting firm into a \$3.8 billion worldwide information solutions and services company. In his current position, Dr. London oversees strategic initiatives to ensure shareholder value, advance client missions, cultivate key client relationships, and monitor major financial transactions, including CACI's legacy mergers and acquisitions program, which he began in 1992.



Dr. London has an established role as a public figure representing CACI to customers and the federal information technology industry. His efforts focus on the evolution and transformation of defense, intelligence, information technology, and network communications. In 2013, he received the Reserve Officers Association's Nathan Hale Award for outstanding and dedicated individual service in the interest of national security. Dr. London was one of the first IT leaders to see the need for solutions to combat the asymmetric threat of our nation's enemies. In an address to the Northern Virginia Technology Council in 2002, he emphasized the need for aggressive use of IT to deliver operational dominance on the battlefield and national security at home.

Introductions and Thank You

Kenneth Asbury

President and Chief Executive Officer, CACI International Inc

Kenneth Asbury is President and Chief Executive Officer of CACI International Inc. He is a proven business leader with more than 17 years of experience in executive leadership positions in the defense, intelligence, and civilian marketplace. Prior to joining CACI, he served as President and CEO of Arctic Slope Regional Corporation – Federal, where he was responsible for setting the strategic direction of the company's Federal enterprise and driving growth and development for all of its subsidiaries.



Previously, Mr. Asbury spent nearly 30 years leading highly successful systems, solutions, and services expansion programs at Lockheed Martin. His experience also includes serving in the military as a Korean translator and interpreter for the U.S. Army Security Agency.

Summary

The Honorable James S. Gilmore III

Former Governor of the Commonwealth of Virginia

In a career encompassing important roles as an attorney, army intelligence specialist, prosecutor, and state attorney general, Governor James Gilmore rose to become the 68th Governor of the Commonwealth of Virginia. He currently serves as President and CEO of the non-partisan Free Congress Foundation and is also President of USA Secure, a homeland security public policy think tank.

Before being elected Governor in 1997, Governor Gilmore served as Virginia's Attorney General and launched successful investigations into Medicaid fraud, government waste, and consumer protection. During his term as Virginia's executive leader, he created the nation's first secretariat of technology, established a statewide technology commission, and signed into law the nation's first comprehensive state Internet policy. He also chaired the U.S. Congressional Advisory Panel to Assess Domestic Response Capabilities Involving Terrorism and Weapons of Mass Destruction. Known as the "Gilmore Commission," this panel was influential in developing the Office of Homeland Security.



Agenda

7:30	Continental Breakfast
8:00	Opening Remarks
8:05	Welcome Dr. J.P. (Jack) London
8:15	Introductions and Thank You – CACI, USNI, and CSP Ken Asbury, Vice Admiral Peter Daly (Ret), and Frank Gaffney
8:20	Keynote Lieutenant General Michael Flynn
9:10	Break
9:25	Panel One Have We Forfeited Our Asymmetric Advantages? Moderator Vice Admiral Peter Daly (Ret)
11:00	Keynote Vice Admiral Kurt Tidd
12:00	Lunch
1:00	Asymmetric Threats – The Legislator's Perspective The Honorable Jon Kyl Moderator Frank Gaffney
1:50	Panel Two Winning the Asymmetric Fight Moderator Dr. Lani Kass
2:50	Summary The Honorable James Gilmore III
2:55	Closing Remarks

Keynote Speakers

LTG Michael T. Flynn, USA

Director, Defense Intelligence Agency

Prior to becoming the 18th Director of the Defense Intelligence Agency in 2012, Lieutenant General Michael Flynn served as Assistant Director of National Intelligence for Partnership Engagement. Previously, he served in a variety of Army command and staff positions, beginning with a commission as a second lieutenant in Military Intelligence.

Since then, LTG Flynn's roles have included Commander, 111th Military Intelligence Brigade at the Army's Intelligence Center; Director of Intelligence (DJ-2), Joint Staff; Director of Intelligence, Joint Special Operations Command; and Director of Intelligence, United States Central Command. He also served as the Senior Observer/Controller for Intelligence at the Joint Readiness Training Center and is the author of a 2010 article titled "Fixing Intel: A Blueprint for Making Intelligence Relevant." His awards include the Defense Superior Service Medal, Legion of Merit, Bronze Star Medal, NATO Service Medal, Meritorious Service Medal, Joint Service Commendation Medal, and Army Commendation Medal.



VADM Kurt W. Tidd, USN

Director for Operations, Joint Staff, DJ-3

As Director for Operations (DJ-3), Joint Staff, Vice Admiral Kurt Tidd assists the Chairman of the Joint Chiefs of Staff and serves as the principal military advisor to the President and Secretary of Defense in developing and providing operational guidance and fostering clear communication. Previously, he commanded U.S. Naval Forces Southern Command and the U.S. 4th Fleet. His other tours afloat include command of Carrier Strike Group 8 aboard USS *Dwight D. Eisenhower* and Commander, Middle East Force.

Ashore, Vice Admiral Tidd served on the National Security Council Staff as director for Strategic Capabilities Policy, and as a director for combating terrorism. He also served at the Pentagon on the Navy Staff Strategy and Policy Division and as the political-military analyst in the Secretary of the Navy's Office of Program Appraisal; as the strategic planner on the Chief of Naval Operations' Executive Panel; and at NATO Headquarters in Brussels, Belgium as aide to the U.S. representative, NATO military committee. He is also a French linguist and a proven subspecialist in Strategic Planning and Europe/Russia area studies.



Overview

This symposium aims to explore actions the nation must take to win in the face of ever-changing asymmetric threats. Our objective is not merely to explore parity, containment, or mitigation. Rather, our focus is on winning strategies and actions in the face of asymmetric threats. Today's keynote speakers and panelists will examine what needs to be done in order to deter, dissuade, and defeat asymmetric threats to our national security interests.

America's enduring challenge is to promote and defend our national interest, assure allies and friends, deter adversaries and, should deterrence fail, fight and win against all threats – symmetric and asymmetric. To this end, we must develop, deploy, and sustain credible offensive and defensive capabilities and authorities to respond in an effective, appropriate, and timely fashion. The interaction of offense and defense shapes the character, conduct, and ultimate outcomes of all conflicts, symmetric and asymmetric. The interplay between offense and defense is inherent in the very nature of war. Indeed, it is intrinsic to any human interaction. While often presented as polar opposites, offense and defense constitute the essential duality that defines any contest – be it of arms, wits, or physical prowess.

By focusing on ideas, events, and leaders that drive the evolution of national security thought and practice, this symposium strives to promote a strategic dialogue on issues critical to the nation's future well-being. Our intent is to crystallize the central tenets that would assist both policymakers and the national security community at large in providing for the common defense. We will also ask whether the nation has adequate legislation, authorities, policies, procedures, tactics, techniques, and systems to combat asymmetric, multi-faceted, and asynchronous threats.

Combating Asymmetric Threats: The Interplay of Offense and Defense, a symposium co-sponsored by CACI International Inc (CACI), the U.S. Naval Institute (USNI), and the Center for Security Policy (CSP), is the second Countering Asymmetric Threats: A National Imperative symposium in the Asymmetric Threats series. The previous symposium in this series, held in 2012, centered upon decision superiority and countering surprise, denial, and deception. These symposia are part of a continuing series of events co-sponsored by CACI and its partners and co-founded by Dr. J.P. London and Dr. Warren Phillips, a member of the CACI Board of Directors.

These events are pro bono, not-for-profit, and non-commercial thought leadership and public service forums aimed purely at strengthening national security and promoting global stability and prosperity through intellectual exchange. The symposium is a non-attribution forum and the Chatham House Rule will be invoked. This is designed to allow our diverse, highly experienced participants – all of whom contribute their time and efforts pro bono – to express their views freely and candidly.

Panel One

Have We Forfeited Our Asymmetric Advantages?

A characteristic of asymmetric threats is the ability of non-state actors and groups to launch attacks from the safety of locations outside the United States at relatively low risk. As such, adversaries are able to undertake a cost-imposing strategy without significant “cost.” Finding the formula for deterrence, to include the right balance of offensive and defensive capabilities, is essential to the nation’s protection.

We will examine nuclear symmetry in the Cold War era and the development of the Strategic Defense Initiative; the U.S. abandonment of biological and chemical warfare symmetry and the implications for deterrence; and the coming of new U.S. asymmetric advantages in land, sea, air, space, and cyber warfare. We will also address U.S. strengths and weaknesses, the dynamics and nuances of deterrence in an asymmetric scenario, and how they measure in meeting crucially important national requirements.

P a n e l i s t s



VADM Robert S. Harward, USN

Deputy Commander, U.S. Central Command

Vice Admiral Robert Harward serves as Deputy Commander of the U.S. Central Command (USCENTCOM). He began his Naval career as a surface warfare officer aboard the destroyer USS *Scott* and then transferred to the Naval Special Warfare community. He was the “Honor Man” of Basic Underwater Demolition/Sea, Air, Land (SEAL) class 128, and has served in both East and West Coast SEAL teams.

VADM Harward’s experience also includes a tour in the Executive Office of the President at the White House, where he served on the National Security Council as the Director of Strategy and Policy for the office of Combating Terrorism. He served as chairman of the Joint Chiefs of Staff representative to the National Counterterrorism Center, as a member of the Senior Interagency Strategy Team. Most recently, he served as Commander of the Combined Joint Interagency Task Force 435 in Afghanistan.



The Honorable Suzanne E. Spaulding

Deputy Under Secretary, National Protection and Programs Directorate (NPPD), Department of Homeland Security

As Deputy Under Secretary for the NPPD, Suzanne Spaulding oversees infrastructure protection, US-VISIT, and the Federal Protective Service. She has spent nearly 25 years working on national security issues in roles such as minority staff director and general counsel for Congressional committees, and as executive director of the National Commission on Terrorism as well as the Commission to Assess the Organization of the Federal Government to Combat the Proliferation of Weapons of Mass Destruction.

Ms. Spaulding also spent six years at the Central Intelligence Agency as assistant general counsel and legal adviser to the Nonproliferation Center. She has served commissions on cybersecurity and homeland security and is a frequent commentator in the media and before Congress.



LtGen Jon M. Davis, USMC

Deputy Commander, U.S. Cyber Command

Lieutenant General Jon Davis assumed his current position as the Deputy Commander, United States Cyber Command in June 2012. He was commissioned in 1980 through the U.S. Marine Corps Platoon Leaders Class and was selected to fly the AV-8A Harrier in 1982. Since then, his roles have included instructor pilot, Weapons and Tactics Instructor (WTI) and operations officer, exchange officer with the UK’s Royal Air Force, executive officer, and commanding officer.

LtGen Davis’ staff billets include a two-year tour as a member of the 31st Commandant’s Staff Group, and two years as the Junior Military Assistant to the Deputy Secretary of Defense. He served as the Deputy Assistant Commandant for Aviation from 2008 to 2010. In the course of his career, LtGen Davis has flown over 4,500 mishap-free hours in the AV-8 and in every type model series fixed, tilt-rotor, and rotary winged aircraft in the USMC inventory.



Dr. Robert Kadlec

Former Special Assistant to the President and Senior Director for Biodefense Policy, White House Homeland Security Council

Dr. Robert Kadlec spent 26 years as a career officer and physician in the United States Air Force and has also served in several senior positions in the White House, U.S. Senate, and Department of Defense. His past roles cover the spectrum of medical and non-medical biodefense issues and public health activities.

Dr. Kadlec has served as Special Assistant to the President and Senior Director for Biodefense Policy on the Homeland Security Council; staff director for Senator Richard Burr for the Senate Subcommittee on Bioterrorism and Public Health Preparedness in the 109th Congress; and Director for Biodefense Preparedness on the Homeland Security Council, where he helped to create the National Biodefense Policy for the 21st century.



M o d e r a t o r

VADM Peter H. Daly, USN (Ret) – *Chief Executive Officer, U.S. Naval Institute*

Vice Admiral Peter Daly is the Chief Executive Officer of the United States Naval Institute, an independent forum for those who dare to read, think, speak, and write in order to advance the professional, literary, and scientific understanding of sea power and other issues critical to national defense.

VADM Daly’s Navy career spans more than 30 years, with positions including command of the destroyer USS *Russell*; Commander, Destroyer Squadron 31; and Commander, Carrier Strike Group 11 – Nimitz Strike Group. His shore assignments include executive assistant and program analyst, J-8, Joint Staff; executive assistant to the Commander, Pacific Fleet; and executive assistant to the Commander, U.S. Pacific Command. In addition to being a life member of the Naval Institute, VADM Daly is a former member of the Board of Directors and Editorial Board.



Asymmetric Threats – The Legislator’s Perspective

A Conversation With the Honorable Jon Kyl

This discussion focuses on the extent to which the government and Congress are adequately addressing asymmetric threats through offensive and defensive capabilities. We will examine the role of the legislative branch in identifying and countering asymmetric threats and whether there are qualities unique to the legislative branch that make it an asset or hindrance to waging asymmetric warfare. We will also examine the challenges associated with identifying and combating asymmetric threats at a time of severe budgetary constraints.

The Honorable Jon Kyl,

United States Senator, Arizona, 1995-2012

Jon Kyl is a former United States Senator from Arizona, where he served as Senate Minority Whip, the second-highest position in the Republican Senate leadership. He worked as a lawyer and lobbyist before winning election to the U.S. House of Representatives. He was elected to the U.S. Senate in 1994 and continued to be re-elected until his retirement in 2012.

In 2010, Senator Kyl was recognized by *Time* magazine as one of the 100 most influential people in the world for his persuasive role in the Senate. He has also been recognized as one of the most knowledgeable Senators on national security in the history of the U.S. Senate, particularly with respect to strengthening and modernizing the nuclear deterrent and missile defense.



Moderator

Frank Gaffney – President, Center for Security Policy

Frank Gaffney is founder and President of the Center for Security Policy. He is also the host of Secure Freedom Radio, a nationally-syndicated radio program that addresses current and emerging threats to national security. He contributes actively to the security policy debate as a weekly columnist for the *Washington Times* and other publications. Mr. Gaffney previously served under President Reagan as the Assistant Secretary of Defense for International Security Policy, where he had responsibility for policies involving nuclear forces, arms control, and U.S.-European defense relations.

Panel Two

Winning the Asymmetric Fight

Following the Soviet Union’s collapse, U.S. power projection in defense of the nation’s interests went effectively unchallenged. This freedom of action is ending, with significant consequences for U.S. security. With the spread of advanced technologies and their exploitation by other militaries, our ability to operate in areas of vital interest is being challenged.

Several nations, most notably China and Iran, have been fielding robust anti-access/area-denial (A2/AD) capabilities that could make power projection increasingly risky and prohibitively costly. In these theaters, sea, air, space, and cyberspace have emerged as the preeminent threat vectors. We will discuss the Air-Sea Battle (ABS), developed jointly by the Navy and Air Force to offset opponents’ rapidly improving A2/AD capabilities, and how it is preventing the creation of “no-go zones” wherein the U.S. is effectively locked out of critical regions, leaving allies and partners vulnerable to aggression or coercion.

Panelists



Lt Gen Burton M. Field, USAF

Deputy Chief of Staff for Operations, Plans and Requirements

Lieutenant General Burton Field is the Deputy Chief of Staff for Operations, Plans and Requirements, Headquarters U.S. Air Force. He is responsible to the Secretary of the Air Force and Chief of Staff for formulating policy supporting air, space, irregular warfare, counter proliferation, homeland security, weather, and cyber operations.

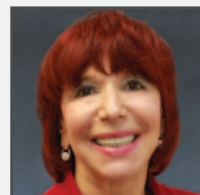
During his military career, General Field has commanded the 421st Fighter Squadron in Utah; the USAF Weapons School in Nevada; and the 8th Fighter Wing in South Korea. He served on two major command staffs as well as the Joint Staff. Prior to his current assignment, General Field was the Commander, U.S. Forces Japan, and Commander, 5th Air Force, Yokota Air Base, Japan.



VADM Mark I. Fox, USN

Deputy Chief of Naval Operations, Plans and Strategy (N3/N5)

Vice Admiral Fox began as a naval aviator and has spent the majority of his operational career in the U.S. Central Command area of responsibility. His command tours have included U.S. Naval Central Command/U.S. 5th Fleet/Combined Maritime Forces; Strike Fighter Squadron 81 aboard USS *Enterprise*; Carrier Air Wing Two aboard USS *Constellation*; and Carrier Strike Group 10 aboard USS *Harry S. Truman*. His many leadership roles have included deputy assistant to the President and director, White House Military Office, responsible for overseeing all military support to the President. VADM Fox has flown over 100 combat sorties and has logged over 4,900 flight hours and 1,347 arrested landings on 15 different aircraft carriers.



Moderator

Dr. Lani Kass – Corporate Strategic Advisor, CACI International Inc, and former Senior Policy Advisor to the Chairman Joint Chiefs of Staff

As Corporate Strategic Advisor and Senior Vice President, Dr. Lani Kass leads efforts to advance CACI’s presence in the U.S. national security market and supports the development of corporate strategy. Previously, she served as Senior Policy Advisor to the Chairman of the Joint Chiefs of Staff, where she was responsible for high-level assessment and analysis supporting the development of integrated strategies, programs, and plans essential to America’s security. Her foresight played a key part in negotiations with Russia, China, and NATO.

Dr. Kass also served as the Special Assistant to the Chief of Staff of the U.S. Air Force and as Director of the USAF Cyber Task Force, where she developed the concepts that led to the establishment of the U.S. Cyber Command. Her career highlights include being the first woman to serve as Professor of Military Strategy and Operations at the National War College, National Defense University.



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