

ASYMMETRIC THREAT SYMPOSIUM VIII

# Cyber, Electronic Warfare, and Critical Infrastructure Strategies for National Security



**October 1, 2014**

Gannett Conference Center  
McLean, VA

**Countering Asymmetric Threats:  
A National Imperative**

## Keynote Speakers

### **The Honorable Suzanne E. Spaulding**

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



As Under Secretary for the NPPD, Suzanne Spaulding oversees the coordinated operational and policy functions of the Offices of Cybersecurity and Communications, Infrastructure Protection, Biometric Identity Management, Cyber and Infrastructure Analysis, and the Federal Protective Service, with a mission to reduce the risk to – and enhance the resiliency of – critical infrastructure; secure federal facilities; and advance identity management and verification. 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 on commissions on cybersecurity and homeland security and is a frequent commentator in the media and before Congress.

### **Maj Gen Jeff Newell, USAF**

*Director of Strategy, Policy and Plans (J5), North American Aerospace Defense Command  
and United States Northern Command*



As Director of Strategy, Policy and Plans (J5) for the North American Aerospace Defense Command and United States Northern Command, Major General Jeff Newell leads development of strategy, policy, and plans for the safeguarding of the U.S. and Canada as well as for security cooperation with Canada, Mexico, and the Bahamas. Prior to this, he was the Senior Military Advisor to the Special Representative for Afghanistan and Pakistan at the State Department.

Previously, Major General Newell served in various staff assignments, including Deputy Director for Politico-Military Affairs for Asia, the Joint Staff, the Pentagon, Washington, D.C.; military aide to the President of the United States; and Director of the Secretary of the Air Force and Chief of Staff Executive Action Group.

## **What if America were suddenly deprived of electricity, water, money, cyberspace, and fuel?**

Asymmetric Threat Symposium VIII, *Cyber, Electronic Warfare, and Critical Infrastructure Strategies for National Security*, will explore the indispensable role of cyber, electromagnetic spectrum dominance, and electronic warfare in defending the United States, its Critical Cyber Infrastructure, and assuring U.S. military operational superiority. The session will examine the imperatives before the U.S. Department of Homeland Security (DHS), Department of Defense (DoD), and the Intelligence Community (IC) to protect a United States – challenged in the homeland and across the globe – in all domains, including cyberspace and the electromagnetic spectrum, and against all hazards, including terrorism.

There is an accelerated and compelling need to protect the nation from all hazards, including cyber, electronic, and physical threats. The race is to the swift, the resourced, and the prepared. He who masters the electromagnetic spectrum – and cyber – denies dominance to the adversary, and is resilient – wins.

In addition to a series of keynote speakers, the symposium will feature two expert panels, one focused on DHS-led missions and actions included in the National Infrastructure Protection Plan (NIPP) to protect Critical Cyber Infrastructure, as well as the energy infrastructure that powers cyber capabilities; and the other focused on DoD and IC challenges in facing a contested full-spectrum and cyber warfare environment.

Symposium VIII builds upon the overarching conclusion of previous Asymmetric Threat Symposia that today's security challenges are predominately hybrids. Such challenges require multi-dimensional, nuanced, innovative approaches from across government, industry, academia, and the public-private partnership.

The symposium is co-sponsored by the Association of Old Crows (AOC), CACI International Inc (CACI), and the Center for Security Policy (CSP), and is part of a continuing series of symposia 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.



## 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 \$3.6 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. He was one of the first IT leaders to see the need for solutions to combat the asymmetric threat of our nation's enemies. He is the author of *Character: The Ultimate Success Factor*, an examination of the importance of good character to both organizational and personal success. In 2013, he received the Reserve Officers Association's Nathan Hale Award for outstanding and dedicated individual service in the interest of national security, and most recently was presented the TechAmerica Foundation's Corporate Leadership Award and the Marine Corps Scholarship Foundation's Semper Fidelis Award.

## Introductions

### 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 18 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.

### 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.

## 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	<a href="#">Welcome and Overview</a> <b>Dr. J.P. (Jack) London</b>
8:20	<a href="#">Keynote</a> <b>Maj Gen Jeff Newell, USAF</b>
9:00	<a href="#">Panel One</a> <b>The All-Hazards Approach to Preparedness</b> <a href="#">Moderator</a> <b>Frank Gaffney</b>
10:15	Break
10:30	<a href="#">Panel Two</a> <b>Electromagnetic Spectrum Dominance</b> <a href="#">Moderator</a> <b>Maj Gen Kenneth R. Israel, USAF (Ret)</b>
12:00	<a href="#">Lunch and Keynote</a> <b>The Honorable Suzanne E. Spaulding</b>
12:50	<a href="#">Summary</a> <b>The Honorable James S. Gilmore III</b>
12:55	Closing Remarks
1:00	Reception (until 1:30)

## Panel One

# The All-Hazards Approach to Preparedness: Protecting and Defending the Homeland From Terrorism, Cyber Threats, Pandemics, and Major Natural Disasters

Our nation's well-being relies upon secure and resilient critical infrastructure – the assets, systems, and networks that underpin American society. A characteristic of asymmetric threats is the intent and ability of nations, non-state actors, and groups to launch attacks against the United States homeland and our critical infrastructure. Cyber is one example of one such means. Terrorism is another. But there is a wide range of threats and hazards the nation must prepare for. How do we measure the adequacy of these preparatory efforts to protect the nation and assure that we have the resilience needed to recover? The panel will focus on approaches and actions necessary to protect the nation's critical infrastructure from all hazards, including terrorism, cyber, and electronic attacks. How can government best manage these problems? What is the public-private partnership doing to keep the nation "ever vigilant" to new challenges to our critical infrastructure and our national security? Are these efforts adequately resourced, exercised, coordinated, and mature?

## Panelists



### The Honorable R. James Woolsey

*Former Director of  
Central Intelligence*

R. James Woolsey is a frequent contributor and speaker on the subjects of energy, foreign affairs, defense, and intelligence. During his 12 years of government service, he held Presidential appointments in two Republican and two Democratic administrations, most recently as Director of Central Intelligence from 1993 to 1995. He also served as Under Secretary of the Navy and as General Counsel to the U.S. Senate Committee on Armed Services. He has been a member of the National Commission on Terrorism and the Commission to Assess the Ballistic Missile Threat to the U.S.

Currently, Mr. Woolsey is the Chairman of Woolsey Partners LLC and the Foundation for Defense of Democracies. He serves on several advisory boards, including the National Commission on Energy Policy.



### Robert Kolasky

*Senior Policy Advisor and Director  
of Strategy and Policy, Office of  
Infrastructure Protection, Depart-  
ment of Homeland Security*

As Director of Strategy and Policy for the DHS Office of Infrastructure Protection, Robert Kolasky leads strategic critical infrastructure initiatives.

Previously, Mr. Kolasky served as the Assistant Director for Risk Governance and Support in the DHS Office of Risk Management Analysis. In that role, he led the first-ever Strategic National Risk Assessment, in partnership with FEMA, as part of the implementation of Presidential Policy Directive 8 for national preparedness. He was also the DHS lead for Cyber EO and Presidential Policy Directive 21 (Critical Infrastructure Security and Resilience) implementation.



### Richard M. Gray

*Associate General Counsel,  
Department of Defense*

Richard Gray is an Associate General Counsel in the Office of the Deputy General Counsel for Acquisition & Logistics, Department of Defense. His primary duties include advising the DoD Chief Information Officer, and the Under Secretary of Defense for Acquisition, Technology, and Logistics, on cyberspace and information law, intellectual property, information and technology acquisitions, and technology transfer. He chairs the Defense Acquisition Regulations Council's Patents, Data, and Copyrights Committee, and serves as a subject matter specialist for the Federal Acquisition Regulations Acquisition Environmental and Labor Law Team.

Previously, Mr. Gray held positions in the Air Force Office of the General Counsel and the Navy Office of General Counsel. He is a frequent lecturer and author on intellectual property.

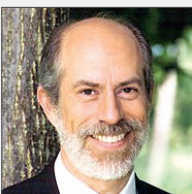


### Scott Aaronson

*Senior Director National Security  
Policy, Edison Electric Institute*

Scott Aaronson joined the Edison Electric Institute in 2009 and is responsible for advocacy related to several emerging issues, including security, telecommunications, and electric grid modernization. He also handles transportation and wholesale market policies that affect the electric utility industry.

Previously, he was a senior adviser to members of Congress serving the 12th Congressional District of California, including former House Foreign Affairs Committee Chairman Tom Lantos and his successor, U.S. Representative Jackie Speier. From 2001 to 2007, Mr. Aaronson served as an economic policy adviser to U.S. Senator Bill Nelson.



## 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 is a frequent contributor to Breitbart, including a weekly column. 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.

## Electromagnetic Spectrum Dominance: Getting It Back

Have we lost our ability to dominate the electromagnetic spectrum (EMS)? From this point forward, the U.S. should expect to be challenged at home and abroad in all domains, including in and through space and cyberspace, across the EMS, as well as on land, at sea, and in the air. The race is to the swift: he who masters the EMS and denies it to the adversary, wins. The ability to anticipate, plan for, coordinate, and execute operations against adversaries capable of simultaneously threatening the homeland and harming U.S. forces is paramount. DoD and the Intelligence Community require immediate, innovative solutions to deliver command, control, communications, computers, intelligence, surveillance, reconnaissance (C4ISR); cyber; electronic warfare; and other kinetic and non-kinetic effects in a contested, full-spectrum, electronic and cyber warfare environment. To triumph against today's and tomorrow's threat array, the U.S. must retain the freedom to attack, and the freedom from attack, in and through terrain, atmosphere, oceans, space, and the EMS. This, in turn, requires integration of systems, capabilities, and operations to maximize the synergies that generate simultaneous, synchronized effects on land, at sea, in the air, space, and cyberspace – all while defending the homeland. Can we dominate the global electromagnetic spectrum?

### Panelists



#### Lt Gen Robert P. "Bob" Otto, USAF

*Deputy Chief of Staff for Intelligence, Surveillance and Reconnaissance, Headquarters U.S. Air Force*

As Deputy Chief of Staff for Intelligence, Surveillance and Reconnaissance, Headquarters USAF, Lieutenant General Robert P. "Bob" Otto is responsible for policy formulation, planning, evaluation, oversight, and leadership of Air Force intelligence, surveillance, and reconnaissance capabilities. As the Air Force's Senior Intelligence Officer, he leads five directorates and supports a 30,000-person enterprise.

Since entering the Air Force in 1982, Lieutenant General Otto has served as a squadron, group, wing, and agency commander. His staff duties include three tours at Headquarters USAF; one tour with the Operations Directorate on the Joint Staff; and one tour at Headquarters, Air Education and Training Command. He is a command pilot with over 2,800 hours of flying time.



#### VADM Jan Tighe, USN

*Commander, Fleet Cyber Command and U.S. 10th Fleet*

Vice Admiral Jan Tighe assumed duties as the Commander, U.S. Fleet Cyber Command/U.S. 10th Fleet in April 2014. Her previous tours include duty with Naval Security Group Activities in Florida, Virginia, Japan, VQ-1 and Naval Information Warfare Activity. She also had staff assignments on the Headquarters of the Pacific Fleet, Naval Security Group, Naval Network Warfare Command, and served as Executive Assistant to Commander, U.S. Cyber Command.

Vice Admiral Tighe has commanded more than 2,800 multi-service and multi-agency personnel at the National Security Agency/Central Security Service Hawaii in Kunia.



#### COL William J. Hartman, USA

*Commander, 780th Military Intelligence Brigade, U.S. Army Cyber Command*

Prior to becoming Commander of the 780th Military Intelligence Brigade, Colonel Hartman served as commander of the U.S. Special Operations Command's Joint Communications Integration Element. He also deployed to Afghanistan as the J2 of a Joint Special Operations Task Force in 2012.

Colonel Hartman's many roles during his military career have included infantry platoon leader during Operation Desert Storm; battalion S2, brigade S2, and company commander with the Southern European Task Force; J2 of a Joint Special Operations Task Force supporting Operation Enduring Freedom; and commander of the 524th Military Intelligence Battalion forward stationed in the Republic of Korea.



#### Daniel R. Ennis

*Director, Threat Operations Center (NTOC)*

Daniel R. Ennis is the director of the National Security Agency/Central Security Service (NSA/CSS) Threat Operations Center (NTOC). NTOC is responsible for conducting 24/7 cryptologic activities to discover, characterize, and proactively counter cyber threats to U.S. national security systems and other networks of interest, while protecting the legal rights of U.S. persons. Mr. Ennis's distinguished 34-year career with the U.S. government began in 1979 with the Drug Enforcement Administration (DEA).

Since joining the NSA in 1982, he has held numerous senior-level positions, primarily within the Signals Intelligence Directorate. Prior to becoming the NTOC director, Mr. Ennis served as the Assistant Deputy Director of analysis and production, providing overall management of the U.S. Signals Intelligence analysis and production mission.



### Moderator

#### Maj Gen Kenneth R. Israel, USAF (Ret) – *Acting President and President-Elect, Association of Old Crows*

Major General Kenneth Israel has been a leader in the area of electronic warfare for over 40 years. He was elected to the Association of Old Crows (AOC) Board of Directors in 2013 and currently serves as Acting President. Previously, he was a Corporate Vice President at Lockheed Martin.

Major General Israel served in the U.S. Air Force for 32 years, retiring from active duty in 1998. He was the first Air Force Program Executive Officer for Command, Control & Communications Programs, and he was responsible for establishing the Intelligence & Communications and the Tactical Exploitation of National Capabilities Offices at Electronic System Center, Hanscom Air Force Base, Massachusetts. He has received the Theodore Von Karman Award for Science & Engineering, the DIA's Director Award, the National Reconnaissance Office Director's Award, and the AOC Gold Medal Award.





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