

WHAT DOES IT TAKE TO **PROTECT AMERICA?**

Combatting Global Asymmetric Threats

October 26, 2017

Valo Park
McLean, VA



10th
**ASYMMETRIC
THREAT SYMPOSIUM**
★ 2008 • 2017 ★

Countering Asymmetric Threats:
A National Imperative

What Does It Take to Protect America? Combatting Global Asymmetric Threats

AGENDA

7:30	Breakfast
8:00	Welcome
8:05	<u>OVERVIEW</u> Dr. J.P. (Jack) London
8:20	<u>KEYNOTE SPEAKER</u> ADM John M. Richardson, CNO
9:20	Break
9:45	<u>KEYNOTE SPEAKER</u> General Stephen W. Wilson, VCSAF
10:40	<u>PANEL ONE</u> The Spectrum of Asymmetric Threats
11:50	Lunch
12:30	Evolving Roles and Missions in the Global Threat Environment
1:30	Combatting Asymmetric Threats: A Practitioner's Perspective
2:10	Break
2:30	<u>PANEL TWO</u> Enduring and Emerging Requirements: What Does It Take to Prevail?
3:40	What Does It Take to Protect America?
4:30	Global Strike: The Ultimate Asymmetric Advantage
5:00	Symposium X in Perspective: Highlights from Today's Dialogue
5:10	Closing Remarks
5:15	Reception

The tenth symposium in the Asymmetric Threat symposia series addresses how global threats to the United States and its allies have expanded in prevalence and complexity. Nation states and non-state actors use diverse means – from terrorism to cyber aggression, insider threats to nuclear proliferation – to tip the strategic advantage in their favor. With this in mind, today's foremost thought leaders will discuss what it takes to protect America.

The symposium is hosted by CACI International Inc, the Center for Security Policy, the Institute for the Study of War, and the Mitchell Institute for Aerospace Studies. The purpose of the event is to promote an evolving national security discourse put forth by experts across government, industry, and the private sector. The non-partisan, not-for-profit, pro-bono series was founded in 2008 by CACI Executive Chairman and Chairman of the Board Dr. J.P. (Jack) London and Lead Director on CACI's Board of Directors Dr. Warren Phillips.

KEYNOTE SPEAKERS

Admiral John M. Richardson

Chief of Naval Operations, U.S. Navy

Admiral Richardson is the senior military officer of the Department of the Navy. He is responsible to the Secretary of the Navy for the command, utilization of resources, and operating efficiency of the operating forces of the Navy and of the Navy shore activities assigned by the Secretary. A member of the Joint Chiefs of Staff, Admiral Richardson is the principal Naval adviser to the President and the Secretary on the conduct of war, and is the principal adviser and Naval executive to the Secretary on the activities of the Department of the Navy.



General Stephen W. Wilson

Vice Chief of Staff of the U.S. Air Force

As Vice Chief of Staff, General Wilson presides over the Air Staff and serves as a member of the Joint Chiefs of Staff Requirements Oversight Council and Deputy Advisory Working Group. He assists the Chief of Staff with organizing, training, and equipping 660,000 active-duty, Guard, Reserve, and civilian forces serving in the United States and overseas. He has had multiple flying tours, and has led intelligence, surveillance, and reconnaissance; bomber; mobility; aeromedical evacuation; and airborne command and control operations supporting Iraqi Freedom, Enduring Freedom, and Combined Joint Task Force-Horn of Africa.



Overview

Dr. J.P. (Jack) London

Executive Chairman, CACI International Inc

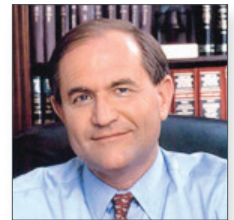
Dr. J.P. (Jack) London is Executive Chairman and Chairman of the Board of CACI International Inc. He previously served as CACI's President and Chief Executive Officer for 23 years. Under his leadership, CACI has grown from a small consulting firm into a \$4.35 billion worldwide information solutions 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 is the author of *Character: The Ultimate Success Factor*, an examination of the importance of good character to both organizational and personal success, and is the architect of CACI's culture of ethics and integrity, which is a driving force in the company's growth and success.



Symposium X in Perspective

The Honorable James S. Gilmore III

In a career encompassing important roles as an attorney, Army intelligence specialist, prosecutor, and state attorney general, Governor Gilmore rose to become the 68th Governor of the Commonwealth of Virginia. He currently serves as President and Chief Executive Officer of the non-partisan Free Congress Foundation and is also President of USA Secure, a homeland security public policy think tank. 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, which was influential in developing the Office of Homeland Security.



A Conversation on Evolving Roles and Missions in the Global Threat Environment

The Force Structure, Resource, and Assessment Directorate supports the Chairman of the Joint Chiefs of Staff in evaluating and developing force structure requirements and providing early capability guidance to the Services. The directorate also assesses non-traditional warfighting areas, advises on force structure integration, and reviews Armed Service programs to advise on joint warfighting capabilities. The purpose of this conversation is to offer insights into the actual relationship between the Services' "organize, train, and equip" responsibilities and the Joint Staff's perspective on the capabilities the Joint Force requires to execute the nation's defense strategy.

Lieutenant General Anthony R. Ierardi, USA

Director, Force Structure, Resources and Assessment, Joint Staff

Lieutenant General Ierardi develops capabilities; conducts studies, analysis and assessments; and evaluates plans, programs, and strategies for the Chairman of the Joint Chiefs of Staff. He serves as the Joint Requirements Oversight Council Secretary and as the Chairman of the Joint Capabilities Board. Prior to this, Lieutenant General Ierardi served as the Deputy Chief of Staff, G-8 Headquarters Department of the Army.



PANEL ONE

The Spectrum of Asymmetric Threats

The United States faces a broad, diverse, and increasingly more complex array of threats emanating from ambitious peer competitors, rogue nation states, and non-state actors. Amidst this global uncertainty, the nation's declaratory policy and core mission remain fundamentally unchanged: reassure allies, deter adversaries, and, if deterrence fails, fight and win decisively in any contingency. Is this posture credible, sustainable, and sufficient? What changes – in policies, authorities, technologies, and strategic approaches – are required to better safeguard America's global interests and prevail against the ever-expanding spectrum of threats?

PANELISTS

Dr. Greg L. Zacharias

Chief Scientist of the U.S. Air Force

Dr. Zacharias serves as the chief scientific adviser to the Chief of Staff and Secretary of the Air Force, and provides assessments on a wide range of scientific and technical issues affecting the Air Force mission. He serves on the Executive Committee of the Air Force Scientific Advisory Board. He is the principal science and technology representative of the Air Force to the civilian scientific and engineering community and to the public at large. Prior to assuming his current position, Dr. Zacharias served as President and Senior Principal Scientist of Charles River Analytics, a research and development company. He also worked as a research engineer at C.S. Draper Laboratory and as a senior scientist at Bolt Beranek and Newman Inc.



Brigadier General Joseph P. McGee, USA

Deputy Commander for Operations, U.S. Army Cyber Command

Brigadier General McGee supports the United States Army Cyber Command's mission to direct and conduct integrated electronic warfare, information, and cyberspace operations, as authorized or directed, to ensure freedom of action in and through cyberspace and the information environment, and to deny the same to U.S. adversaries. Brigadier General McGee has served in numerous special operations command roles, including deployments to Afghanistan and Iraq in support of Operation Enduring Freedom and Operation Iraqi Freedom. Most recently, he served as the Deputy Commander of Sustainment for 1st Cavalry Division at Fort Hood, Texas.



Major General John G. Ferrari, USA

Director, Program Analysis and Evaluation Office of the Deputy Chief of Staff, U.S. Army

Major General Ferrari oversees the PAEO's mission to develop and defend the Army program and future year defense program, which summarizes forces, resources, and equipment associated with all DoD programs; assess, integrate, and synchronize the program; develop and maintain the Army's authoritative resource position database; and coordinate programming and budgeting phases to ensure an effective transition to the Army budget. Prior to his work in the PAEO, Major General Ferrari served as Commanding General, White Sands Missile Range, White Sands, NM.



Jody R. Westby, Esq.

Chief Executive Officer, Global Cyber Risk LLC

Ms. Westby provides consulting and legal services to public and private sector clients around the world in the areas of privacy, security, cybercrime, breach management, and IT governance. She also serves as Adjunct Professor to the Georgia Institute of Technology's School of Computer Science and is a professional blogger for *Forbes*. Ms. Westby is a member of the bars of the District of Columbia, Pennsylvania, and Colorado. She serves as co-chair of the American Bar Association's Privacy and Computer Crime Committee and Cybercrime Committee, and served three terms on the ABA President's Cybersecurity Task Force. Previously, she launched In-Q-Tel, a not-for-profit firm supporting the Central Intelligence Agency and other intelligence agencies' information technology capabilities.



Vice Admiral Andrew L. Lewis, USN

Deputy CNO, Operations, Plans, and Strategy, U.S. Navy

Vice Admiral Lewis is a member of the Office of the Chief of Naval Operations, responsible to the CNO for the development and execution of maritime operations, plans, and strategy. He is also the U.S. Navy's representative to the Operational Deputies – an operationally-focused Joint Staff Forum, chaired by the Director of the Joint Staff. Prior to this role, he served as Vice Director for Operations, Joint Staff, and Director of Fleet Training at Fleet Forces Command. He has flown over 100 combat missions in Operations Desert Shield, Desert Storm, Southern Watch, Deny Flight, Enduring Freedom, and Iraqi Freedom.



Lieutenant General Mark C. Nowland, USAF

Deputy Chief of Staff, Operations, Plans, and Requirements, U.S. Air Force

Lieutenant General Nowland is responsible to the Secretary of the Air Force and the Chief of Staff of the Air Force for formulating policy supporting air, space, cyber, and irregular warfare, counter proliferation, homeland security, and weather operations. As the Air Force operations deputy to the Joint Chiefs of Staff, Lieutenant General Nowland determines operational requirements, capabilities, and training necessary to support national security objectives and military strategy. He previously commanded at the squadron, wing, and numbered Air Force levels. He also served on the Joint Staff, U.S. Southern Command, and two Air Force major command staffs. He has flown combat operations in support of Operations Southern Watch and Iraqi Freedom.



Enduring and Emerging Requirements: What Does It Take to Prevail?

Offsetting asymmetric threats requires new operational concepts, innovative technologies, rapid modernization and re-capitalization, and novel techniques – all delivered at unprecedented speed. What must be done today to prepare for the threats of tomorrow? Given global dynamics and the pace of technological evolution, how can the U.S. and its allies regain their warfighting edge and sustain the advantage upon which deterrence hinges? If deterrence fails, what are the requirements for – and the meaning of – victory against asymmetric threats? Are interdependence, cross-domain dominance, and interoperability with allies the path to success?

PANELISTS

Lieutenant General Anthony J. Rock, USAF

Inspector General of the U.S. Air Force

Lieutenant General Rock reports to the Secretary and Chief of Staff of the Air Force on matters concerning Air Force effectiveness, efficiency, and the military discipline of active-duty, Air Force Reserve, and Air National Guard forces. He also provides inspection policy and oversees the inspection and evaluation system for all Air Force nuclear and conventional forces; oversees Air Force counterintelligence operations and chairs the Air Force Intelligence Oversight Panel; investigates fraud, waste, and abuse; oversees criminal investigations; and provides oversight of complaints resolution programs. General Rock is responsible for two field operating agencies: the Air Force Inspection Agency and the Air Force Office of Special Investigations.



Major General James R. Marrs, USAF

Assistant Deputy Chief of Staff, Intelligence, Surveillance, and Reconnaissance, U.S. Air Force

Major General Marrs is responsible to the Secretary and Chief of Staff of the Air Force for policy formulation, planning, evaluation, oversight, and leadership of Air Force ISR capabilities; force development of more than 25,000 ISR Total Force Airmen, and integration of Air Force ISR planning with the national intelligence community. Major General Marrs also serves as the National Intelligence Manager for Civil Aviation Intelligence and as the Executive Director, National Aviation Intelligence Integration Office under the auspices of the Director of National Intelligence.



Major General Steven R. Grove, USA

Vice Director of the Joint Improvised-Threat Defeat Organization (JIDO)

Major General Grove serves as primary assistant to the director and functions as the chief operating officer. JIDO enables Department of Defense actions to counter improvised threats with tactical responsiveness and through anticipatory, rapid acquisition in support of Combatant Commands' efforts to prepare for, and adapt to, battlefield surprise in support of counterterrorism, counter-insurgency, and other related mission areas. Prior to his current assignment, he was the director of the Army Quadrennial Defense Review Office at Headquarters, Department of the Army, which leads Army efforts in congressionally mandated reviews of strategy and force planning conducted by the Secretary of Defense.



Rear Admiral Paul B. Becker, USN (Ret)

Former Director of Intelligence for the Joint Chiefs of Staff

After retirement from 30 years of distinguished service, Rear Admiral Becker led the Presidential Transition's Intelligence Community Landing Team. He currently serves as Senior Fellow with the Center for Naval Analyses – a federally funded research and development center serving the Department of the Navy and other defense agencies in such areas as operations research, military preparedness, operations evaluation, systems analysis, foreign affairs, strategic relationships, humanitarian operations, and logistics. He is also a Professor of Practice at the University of Virginia's Batten School of Leadership and Public Policy.



Combatting Asymmetric Threats: A Practitioner's Perspective

Lieutenant General Michael K. Nagata, USA

Director of Strategic Operational Planning, National Counterterrorism Center

Lieutenant General Nagata serves as the Director of National Intelligence's principal adviser on intelligence operations relating to counterterrorism. His office was established by an act of Congress in the wake of 9/11 and reports directly to the President of the United States for counterterrorism strategic operational planning activities. Previously, Lieutenant General Nagata served as Commander, Special Operations Command Central – a sub-unified command of U.S. Central Command. Lieutenant General Nagata has deployed extensively throughout his career, participating in contingency and combat operations in such varied locales as Somalia, the Balkans, Iraq, and elsewhere.



Global Strike: The Ultimate Asymmetric Advantage

Lieutenant General Jack Weinstein, USAF

Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration, U.S. Air Force

General Weinstein is responsible to the Secretary and Chief of Staff of the Air Force for focusing on Nuclear Deterrence Operations. He provides direction, guidance, integration, and advocacy regarding the nuclear deterrence mission of the United States Air Force and engages with joint and interagency partners for nuclear enterprise solutions. Before his current assignment, he was Commander, Twentieth Air Force, Air Force Global Strike Command, and Commander, Task Force 214, U.S. Strategic Command, Francis E. Warren Air Force Base, Wyoming. He also served on the Headquarters Air Combat Command, Air Force Space Command, and U.S. Strategic Command staffs.



MODERATORS AND CO-SPONSOR REPRESENTATIVES

Lieutenant General (Ret) David A. Deptula

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

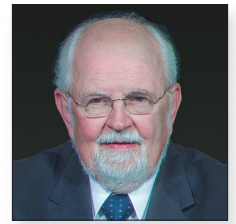
Lieutenant General Deptula is responsible to the Secretary and Chief of Staff of the Air Force for policy formulation, planning, evaluation, oversight, and leadership of Air Force intelligence, surveillance, and reconnaissance capabilities. As the Air Force's senior official of the Intelligence Community, he is directly responsible to the Under Secretary of Defense for Intelligence. General Deptula has significant experience in combat and leadership in several major joint contingency operations. Prior to assuming his current position, he served as Commander of the General George C. Kenney Warfighting Headquarters, and Vice Commander, Pacific Air Forces.



Dr. Warren R. Phillips

Lead Director, Board of Directors,
CACI International Inc

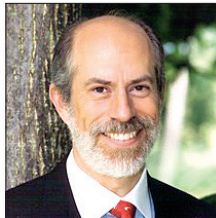
In addition to his experience as a senior-level technology executive, Dr. Warren Phillips brings to the Board of CACI considerable expertise in the areas of information technology policy, public sector finance, and the provision of computer services. The Board also benefits from Dr. Phillips' familiarity with the U.S. Intelligence Community and his understanding of international business issues. Dr. Phillips formerly served as the Chief Financial Officer for the Albanian-Macedonian-Bulgarian Oil Pipeline Corporation, and as Chief Executive Officer and Chairman of the Board of Directors of Advanced Blast Protection, Inc. Along with Dr. J.P. (Jack) London, Dr. Phillips founded the Asymmetric Threat Symposium in 2008.



Frank J. Gaffney

President, Center for Security Policy

Mr. 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.



Ken Asbury

President and Chief Executive Officer,
CACI International Inc

Mr. Ken Asbury is a proven business leader with more than 20 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. Kimberly E. Kagan

Founder and President of the
Institute for the Study of War

Dr. Kagan is a military historian who has taught at the U.S. Military Academy at West Point, Yale, Georgetown, and American University. She most recently authored *The Surge: a Military History* (2009), and edited *The Imperial Moment* (2010). Her essays have appeared in the *Wall Street Journal*, the *New York Times*, and the *Washington Post*, among others. Dr. Kagan served in Kabul from 2010 to 2012, working for commanders of the International Security Assistance Force. She was recognized for this deployment with the Distinguished Public Service Award, the highest honor conferred by the Chairman of the Joint Chiefs of Staff to civilians not employed by the Department of Defense. She has also worked overseas in numerous strategic and advisory capacities.



Dr. Lani Kass

Senior Vice President, and Corporate Strategic
Advisor, CACI International Inc

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 supported the development of integrated strategies, programs, and plans essential to America's security. 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. She was the first woman to serve as Professor of Military Strategy and Operations at the National War College, National Defense University.



CO-SPONSORS



asymmetricthreat.net

Sponsorship does not imply endorsement by the Department of Defense or any other agency or department of the U.S. Federal Government.