

# ASYMMETRIC THREAT | SYMPOSIUM XIV

## Competing Revolutions in Military Affairs

Artificial Intelligence, Machine Learning, and Information Age Conflict

October 19, 2021

Virtual Symposium  
[asymmetricthreat.net](http://asymmetricthreat.net)



# ASYMMETRIC THREAT SYMPOSIUM XIV

The Asymmetric Threat Symposium series was founded in 2008 by Dr. J.P. (Jack) London, CACI's Executive Chairman and Chairman of the Board from 2007 to 2021, and Dr. Warren R. Phillips, Lead Director on CACI's Board of Directors. The purpose of the event is to promote an evolving national security discourse put forth by experts across government, industry, and the private sector.

## AGENDA

8:45 **Registration/Enter Webcast**

9:00 **Welcome and Opening Remarks**

9:10 **PANEL: Artificial Intelligence**

**The Honorable Don Bacon**,  
U.S. Congress, Nebraska's 2nd District  
**Lt. Gen. John (Jack) N.T. Shanahan, U.S. Air Force (Ret.)**,  
Former Director of the Joint Artificial Intelligence Center (JAIC),  
U.S. Department of Defense  
**Moderator: Lt. Gen. Karen Gibson, U.S. Army (Ret.)**,  
U.S. Senate Sergeant at Arms and Former Deputy Director of National  
Intelligence for National Security Partnerships

10:10 **Break**

10:25 **SPEAKER: Great Power Competition and Cognitive Overload**  
**Lt. Gen. Michael K. Nagata, U.S. Army (Ret.)**, Former Director of Strategic  
Operational Planning for the National Counterterrorism Center

10:55 **PANEL: Bits and Bytes versus Bombs and Bullets**  
**The Honorable Ryan D. McCarthy**, Former Secretary of the U.S. Army  
**Gen. Paul Selva, U.S. Air Force (Ret.)**, Former Vice Chairman of the Joint Chiefs of Staff  
**Lt. General Dennis A. Crall, U.S. Marine Corps**, Director, Command, Control,  
Communications, and Computers/Cyber and Chief Information Officer, Joint Staff (J6)  
**Nand Mulchandani**, Chief Technology Officer, Joint Artificial Intelligence Center (JAIC),  
U.S. Department of Defense  
**Moderator: The Honorable Susan M. Gordon**, Former Principal Deputy Director  
of National Intelligence

12:20 **Thank You and Closing Remarks**

## SPEAKERS, PANELISTS, AND MODERATORS

### The Honorable Don Bacon

United States Congress, Nebraska's 2nd District

Congressman Don Bacon represents Nebraska's 2nd Congressional District in the U.S. House of Representatives. He currently serves on two committees – the House Armed Services Committee and the House Agricultural Committee.

Upon his retirement from the U.S. Air Force in 2014, Congressman Bacon served as military advisor to Congressman Jeff Fortenberry (who represents Nebraska's 1st Congressional District), where he specialized in military affairs focusing on Offutt Air Force Base (AFB) and the Nebraska National Guard. He also was an assistant professor at Bellevue University where he taught undergraduate leadership along with American vision and values until his election to Congress in 2016.



Congressman Bacon began his military career in 1985 by joining the U.S. Air Force and served nearly 30 years before retiring as a brigadier general in 2014. During his Air Force career, the congressman specialized in electronic warfare, and intelligence, surveillance, and reconnaissance. His career highlights include two tours as a wing commander, at Ramstein Air Base (AB) in Germany and at Offutt AFB in Bellevue, Nebraska. He also served as a squadron and group commander at Davis-Monthan AFB in Tucson, Arizona. In total, Congressman Bacon served 16 assignments counting four deployments to the Middle East, including to Iraq from 2007 to 2008, where he served as the chief of special operations and intelligence information for Multi-National Force Iraq.

Congressman Bacon's military decorations include the Air Force Distinguished Service Medal, two Bronze Stars, two Legion of Merits, five Meritorious Service Medals, and the Aerial Achievement Medal. Additionally, he was selected as Europe's top Air Force wing commander for his service at Ramstein AB and recognized as a distinguished graduate of the Air Command and Staff College, Navigator-Electronic Warfare School, and Officer Intelligence School. Congressman Bacon has a bachelor of arts degree in political science from Northern Illinois University, a master of management degree from the University of Phoenix in Arizona, and is a graduate of the National War College in Washington, D.C.

## The Honorable Susan M. Gordon

Former Principal Deputy Director of National Intelligence

The Honorable Susan M. Gordon was confirmed as the Principal Deputy Director of National Intelligence in 2017, becoming the nation's highest-ranking career intelligence officer. In that capacity, Ms. Gordon was a key advisor to the President and National Security Council and provided leadership to the 17-member Intelligence Community (IC). In particular, she focused on advancing intelligence integration across the IC, expanding outreach and partnerships, and driving innovation.

In over three decades of service with both the Central Intelligence Agency (CIA) and National Geospatial-Intelligence Agency (NGA), Ms. Gordon earned a reputation as a visionary leader, delivering innovative solutions on a broad spectrum of complex issues including cybersecurity, emerging and disruptive technologies, artificial intelligence (AI), information operations, and space.

Ms. Gordon is currently a consultant on technology and global risk. Among other endeavors, she is a Senior Fellow at Duke University and at Harvard University, an independent director at CACI and Avantis Federal, and a consultant to Microsoft and other technology companies.



## The Honorable Ryan D. McCarthy

Former Secretary of the United States Army

Ryan D. McCarthy served as the 24th Secretary of the Army from September 30, 2019 to January 20, 2021. As Secretary, he had statutory responsibilities for all matters relating to the U.S. Army, to include the recruitment, organization, training, equipping, and care of 1.4 million active duty, National Guard, and Army Reserve soldiers and their families, as well as Department of the Army civilians.

Mr. McCarthy was confirmed as the 33rd Under Secretary of the Army on August 1, 2017. While Under Secretary, he served as the acting Secretary of the Army on two occasions – from August 3 to November 20, 2017, then from June 24 to July 15, 2019. Prior to his confirmation as Under Secretary of the Army, Mr. McCarthy worked for Lockheed Martin Corporation in sequential vice president roles, and was responsible for the sustainment, customer solutions, and program integration of the F-35 program and the company's global security policy.

Prior to joining Lockheed Martin, Mr. McCarthy previously served as the special assistant to former Secretary of Defense Robert Gates under Presidents Bush and Obama. He also served as the special assistant to the Under Secretary of Defense for Acquisition Technology and Logistics and was responsible for policy development and coordination with the Joint Staff and U.S. military service acquisition leaders on procurement and supply chain management policies. McCarthy served as a professional staff member on the U.S. House of Representatives Committee on International Relations. Prior to his service in the U.S. Congress, from 2002 to 2005 he worked as the Vice President of Commercial Financing for the Hongkong Shanghai Banking Corporation.

Mr. McCarthy served in the U.S. Army from 1997 to 2002, where he served in combat in Afghanistan supporting Operation Enduring Freedom with the 75th Ranger Regiment. He holds a bachelor of arts degree in history from Virginia Military Institute and a master of business administration degree from the University of Maryland.



## General Paul Selva, United States Air Force (Retired)

Former Vice Chairman of the Joint Chiefs of Staff

Gen. Paul Selva retired from the United States Air Force in 2019 after 39 years of service. In his final assignment, he served as Vice Chairman of the Joint Chiefs of Staff from August 2015 to July 2019. Prior to his appointment as Vice Chairman, he served as commander of United States Transportation Command (TRANSCOM), where he was responsible for the Department of Defense's global transportation and logistics system.

Over his career, Gen. Selva accumulated 4,000 flying hours flying transport and refueling aircraft and has served as a commander at nearly every operational echelon of the Air Force—including command of Air Mobility Command from November 2012 to May 2014. Gen. Selva also served as assistant to the Director of the Office of Net Assessment from July 1996 to August 1998, the Deputy Chief of Staff for Strategic Plans and Programs on the Air Staff from June 2007 to October 2008, and assistant to the Chairman of the Joint Chiefs of Staff from October 2008 to October 2011.

Gen. Selva currently serves on the board of trustees for the Aerospace Corporation, the board of directors of Maersk Line Limited, and the board of directors for the Center for Strategic and Budgetary Assessments. He also serves on the board of advisors for Victory Village, a charity serving wounded servicemembers and their care givers. Gen. Selva is a graduate of the United States Air Force Academy, with a degree in aeronautical engineering. He holds a master of science degree in management and human relations from Abilene Christian University and a master of science in political science from Auburn University.



## Lieutenant General Karen Gibson, United States Army (Retired)

United States Senate Sergeant at Arms and Former Deputy Director of National Intelligence for National Security Partnerships

Lt. Gen. Karen Gibson, U.S. Army (Ret.) served in numerous intelligence and cyberspace operations roles throughout her 33-year Army career. She has served as the U.S. Senate Sergeant at Arms since March 22, 2021.

Lt. Gen. Gibson served in her final assignment as Deputy Director of National Intelligence for National Security Partnerships at the Office of the Director of National Intelligence (ODNI) until her retirement in March 2020. In previous assignments, she served as Director of Intelligence for United States Central Command (CENTCOM); Director of Intelligence for Combined Joint Task Force - Operation Inherent Resolve (CJTF-OIR); and Deputy Commander, U.S. Army Cyber Command. A seasoned combat veteran, Lt. Gen. Gibson has led intelligence-operations fusion centers in Iraq, Afghanistan, Korea, East Africa, and in the United States.

Lt. Gen. Gibson is a native of Bozeman, Montana. She earned a bachelor of science degree in industrial engineering from Purdue University, a master of science degree in national security strategy from the National War College, and a master of science degree in strategic intelligence from the National Intelligence University.





## Lieutenant General Dennis A. Crall, United States Marine Corps

Former Director of the Joint Artificial Intelligence Center (JAIC),  
U.S. Department of Defense

Lt. Gen. Dennis A. Crall, U.S. Marine Corps currently serves as the Director for Command, Control, Communications, and Computers/Cyber and Chief Information Officer (CIO), Joint Chiefs of Staff (J6). His recent assignments include Deputy Principal Cyber Advisor and Senior Military Advisor for Cyber Policy in the Office of the Secretary of Defense (OSD); and Director, Command, Control, Communications, Computers (C4), Headquarters Marine Corps and CIO of the Marine Corps. He is a career aviation command and control officer who has commanded at the squadron and group levels. He deployed as the Direct Air Support Center – Airborne Officer-In-Charge in support of Operation Iraqi Freedom, conducting 34 combat missions spanning over 350 flight hours.

Lt. Gen. Crall's joint assignments include: Deputy Principal Cyber Advisor/Senior Military Advisor for Cyber Policy; Chief, Joint Cyberspace Center, U.S. Central Command (CENTCOM); Executive Officer to the Deputy Commander, CENTCOM; Division Chief, Information Operations, CENTCOM; Division Chief, Developments and Concepts, CENTCOM; Branch Chief, Strategic Plans, Information Operations, U.S. Special Operations Command (SOCOM); and Joint Liaison Officer to 7th Air Force, 607th Air Support Operations Group at Osan AB, Republic of Korea.

Lt. Gen. Crall is a native of South Carolina where he graduated from the University of South Carolina. He is also a graduate of the Marine Corps Command and Control Systems Course; a distinguished graduate of the U.S. Air Force Air Command and Staff College where he earned a master of science degree in Military Operational Art and Science; and a distinguished graduate of the National War College where he earned a master of science degree in national security strategy. He has also completed the Harvard Kennedy School Cybersecurity Executive Program.



## Lieutenant General John (Jack) N.T. Shanahan, United States Air Force (Retired)

Former Director of the Joint Artificial Intelligence Center (JAIC),  
U.S. Department of Defense

Lt. Gen. John (Jack) N.T. Shanahan, U.S. Air Force, retired in 2020 after a 36-year military career. In his final assignment, he served as the inaugural director of the Joint Artificial Intelligence Center (JAIC), U.S. Department of Defense, where he was responsible for accelerating the delivery of AI-enabled capabilities, scaling the DoD-wide impact of AI, and synchronizing AI activities to expand advantage for all U.S. military services.

Over his career, Lt. Gen. Shanahan commanded at the squadron, group, wing, agency, and numbered air force levels and served in a variety of operational and staff positions in various fields including flight operations, intelligence, policy, and command and control.



As the Director for Defense Intelligence (Warfighter Support) in the Office of the Under Secretary of Defense for Intelligence at the Pentagon, Lt. Gen. Shanahan served as the first director of the Algorithmic Warfare Cross-Functional Team (Project Maven), where he established and led DoD's pathfinder AI fielding program charged with delivering AI capabilities to intelligence collection and analysis.

Lt. Gen. Shanahan received his Air Force commission in 1984 as a distinguished graduate of the ROTC program at the University of Michigan, where he earned a bachelor of science degree with distinction in chemistry. He is a graduate of the U.S. Air Force Weapons Instructor Course and holds a master of arts degree in national security and strategic studies (distinguished graduate) from the College of Naval Command and Staff, and a master of science degree in national security strategy (distinguished graduate) from the National War College. He is currently enrolled in the master of international studies program at North Carolina State University.

## Lieutenant General Michael K. Nagata, United States Army (Retired)

Former Director of Strategic Operational Planning for the National Counterterrorism Center

Lt. Gen. Michael K. Nagata, U.S. Army (Ret.) is the Strategic Advisor & Senior Vice President for CACI International Inc, and the owner of Hanada Bridge, LLC. He retired from the U.S. Army in 2019 after 38 years on Active Duty, serving 34 years in Army Special Forces. His final government position was Director of Strategic Operational Planning for the National Counterterrorism Center from 2016 to 2019.

Lt. Gen. Nagata graduated from Georgia State University, and first enlisted in the Army as a private in the infantry. He later earned his commission as an Infantry Officer in 1982 from the Army Officer Candidate School. As an officer, he served as a Platoon Leader in the 2nd Infantry Division before volunteering for Army Special Forces in 1984. In Special Forces, he served in a variety of command and staff positions, and in 1990, he was selected for a Special Mission Unit, deploying for both contingency and combat operations. From 1999 to 2000, he commanded the Army's Special Forces Qualification Course. In 2000, he returned to a Special Mission Unit as a Squadron Commander, and later was involved in the initial combat deployments after the 9/11 attacks.

After graduating from the National War College in 2003, Lt. Gen. Nagata served two years in the Office of the Undersecretary of Defense for Intelligence. From 2005 to 2008, as a Special Mission Unit commander, he led multiple Joint Special Operations Forces (SOF) task forces across more than a dozen countries in Africa, the Middle East, and Southeast Asia. He then served in the Intelligence Community in Washington, D.C. as a Military Deputy for Counterterrorism until 2009. He deployed again until late 2011 to Pakistan as the Deputy Chief, Office of the Defense Representative at the U.S. Embassy. Upon returning to the U.S., he served on the Joint Staff as the Deputy Director for Special Operations and Counterterrorism until 2013. Lt. Gen. Nagata then assumed command of U.S. Special Operation Command Central (SOCCENT) and was responsible for special operations across the U.S. Central Command (CENTCOM) region from 2013 to 2015. He was heavily involved in the first two years of combat operations against the Islamic State in Iraq, Syria, and elsewhere.

Lt. Gen. Nagata is a graduate of the Infantry Officer Basic and Advanced Courses, the Special Forces Qualification Course, the United States Marine Corps Command and Staff College, and the National War College.



# Nand Mulchandani

Chief Technology Officer, Joint Artificial Intelligence Center (JAIC),  
U.S. Department of Defense

Nand Mulchandani is Chief Technology Officer of the Joint Artificial Intelligence Center (JAIC), U.S. Department of Defense. Mr. Mulchandani brings more than 25 years of experience in the technology industry as a serial entrepreneur and senior executive in the enterprise infrastructure and security software industries to his government service to help transform DoD's adoption of next-generation AI and software technologies.

Most recently, Mr. Mulchandani studied at Harvard University's John F. Kennedy School of Government and at Stanford University's Graduate School of Business. He remains a non-resident fellow at Harvard's Belfer Center for Science and International Affairs. Prior to that, he was the Vice President of Market Development and Strategy for Citrix, a leading provider of desktop virtualization and networking infrastructure. He joined Citrix through its acquisition of ScaleXtreme, where he was the CEO and co-founder. Prior to ScaleXtreme, he was the CEO, co-founder, and senior executive of a number of technology startups and companies.

Mr. Mulchandani started his career at Sun Microsystems as a compiler architect and holds a patent on dynamic code generation. He earned a bachelor of arts degree in computer science and mathematics from Cornell University, a master of science degree in management from the Stanford University Graduate School of Business, and a master of public administration degree from the Kennedy School of Government at Harvard University.



# SPONSOR REPRESENTATIVES

## John S. Mengucci

President and Chief Executive Officer, CACI International Inc

John Mengucci is President and Chief Executive Officer (CEO) of CACI International Inc, an international provider of expertise and technology serving enterprise and mission defense, intelligence, and federal civilian government customers. Under his leadership, CACI continues to develop innovative and differentiated technology offerings aimed at serving our customers, delivering sustainable growth, and driving shareholder value.

Prior to his appointment as President and CEO, Mr. Mengucci served as Chief Operating Officer. In this position, he was responsible for developing and implementing CACI's market-aligned strategy, deploying resources in areas of growth, creating the company's recruiting and retention plan, and integrating strategic acquisitions that were critical to CACI's strong operational performance. He was responsible for establishing the company's Shared Services Center and oversaw many corporate functions, including business development, human resources, and contracts, to scale the organization and accelerate business growth. In 2021 and 2020, Mr. Mengucci was recognized on the Wash100 list; in those same years, he was named to *Virginia Business Magazine's* 500 Power List. He was named one of *WashingtonExec's* Top 25 Execs to Watch in years 2020 and 2019, and was selected by *Federal Computer Week* to its 2018 Federal 100 (Fed100) list of visionary and transformative government and industry leaders.

