



CSIS | CENTER FOR STRATEGIC &  
INTERNATIONAL STUDIES

U.S. Department of Defense  
Executive Development Program

# LEADERSHIP IN TIMES OF TRANSITION

FEBRUARY 21–24, 2016

HOSTED BY

The Center for Strategic & International Studies (CSIS)

IN COLLABORATION WITH

Robertson Foundation Consortium of Universities

Syracuse University, Maxwell School of Citizenship and Public Affairs

Tufts University, Fletcher School of Law and Diplomacy

Texas A&M University, Bush School of Government and Public Service

University of California, San Diego, School of Global Policy and Strategy

University of Maryland, School of Public Policy

# SCHEDULE

TIME	SUNDAY FEB. 21	MONDAY FEB. 22	TUESDAY FEB. 23	WEDNESDAY FEB. 24
8:45 AM		BREAKFAST	TRAVEL TO DOD ON OWN	BREAKFAST
9 AM		MODULE 1: INTERAGENCY DECISION-MAKING IN A COMPLEX WORLD MODERATED BY <i>KATHLEEN HICKS</i> PART I: COUNTERING NONSTATE ACTORS <i>JUAN ZARATE</i>		SIMULATION: PRINCIPALS COMMITTEE MEETING HOTWASH AND WRAP-UP  <i>JOHN HAMRE, JAMES STAVRIDIS, JAMES STEINBERG, RYAN CROCKER, AND PETER COWHEY</i>
10 AM		PART II: INTERAGENCY COOPERATION AND COLLABORATION <i>MICHAEL GREEN</i>	ARRIVE AT DOD AND TRANSFER THROUGH SECURITY	
11 AM		BREAK	CONVERSATION WITH SECRETARY <i>ASH CARTER</i>	
12 PM		PART III: DOMESTIC SECURITY COORDINATION CHALLENGES <i>PAUL STOCKON</i>	TRAVEL TO CSIS	BREAK
1 PM		PART IV: RAPID INTRO. OF TECHNOLOGY DEVELOPMENT <i>DENISE ZHENG AND ANDREW HUNTER</i>		
2 PM		MODULE WRAP-UP	MODULE 3: CYBER CRISIS SIMULATION: DEFENSE AND INTERAGENCY DECISION-MAKING DURING A TRANSITION  <i>JIM LEWIS, WILLIAM BANKS, AND WILLIAM CARTER</i>	CLOSING LUNCH  CONVERSATION WITH DR. ZBIGNIEW BRZEZINSKI  <i>JOHN HAMRE</i>
3 PM		MODULE 2: LEADERSHIP AND TRANSITION: FUNCTIONAL IMPERATIVES <i>ROBERT MURRETT</i>		
4 PM		PANEL I: NATIONAL SECURITY LEADERSHIP, REFORM, AND TRANSITION  <i>DAWN EILENBERGER, ARNOLD PUNARO, AND DAVID VAN SLYKE</i>		
5 PM		BREAK		
6 PM		PANEL II: PRACTICAL LEADERSHIP CHALLENGES THROUGH TRANSITION  <i>VONNA HEATON, WILLIAM NOLTE, AND ANDREW SCHWARTZ</i>		
7 PM		MODULE WRAP-UP		
	WELCOME RECEPTION <i>JOHN HAMRE, BO KEMPER, AND SEAN O'KEEFE</i>	BREAK	BREAK	
		RECEPTION	WORKING DINNER WITH SIMULATION GROUPS	
	WELCOME DINNER SESSION  LEADERSHIP IN TRANSITION  <i>MAX STIER AND DAVID EAGLES</i>	DINNER SESSION  REFLECTIONS ON CIV-MIL RELATIONS IN TIMES OF TRANSITION  <i>SEAN O'KEEFE AND ADM. JON GREENERT MODERATED BY KATHLEEN HICKS</i>	SIMULATION: DEPUTIES COMMITTEE MEETING	

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SUNDAY, FEBRUARY 21

5:30–8:00PM

## Welcome Reception and Dinner

*Introductory Remarks*

**JOHN HAMRE**

*President and CEO, CSIS*

**BO KEMPER**

*Executive Director, Robertson Foundation*

**SEAN O'KEEFE**

*Distinguished Senior Adviser, CSIS; University Professor, Maxwell School of Citizenship and Public Affairs at Syracuse University; former NASA Administrator and former Secretary of the U.S. Navy*

## Dinner: Leadership in Times of Transition

*Speakers*

**MAX STIER**

*President and CEO, Partnership for Public Service*

**DAVID EAGLES**

*Director, Center for Presidential Transition, Partnership for Public Service*

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MONDAY, FEBRUARY 22

## Module 1: Interagency Decision-Making in a Complex World

*Moderated by Kathleen Hicks*

*Senior Vice President, Henry A. Kissinger Chair, and Director, International Security Program, CSIS*

This module will review current and projected missions and the approaches for dealing with associated immediate threats and evolving security challenges at home and overseas.

9:00–9:45AM

### I. Countering Non-State Actors

*Speaker*

**JUAN ZARATE**

*Senior Adviser, CSIS, and former Deputy Assistant to the President and Deputy National Security Advisor for Combating Terrorism*

9:45–10:30AM

### II. Interagency Cooperation and Collaboration on "Gray Area" and Hybrid Challenges

*Speaker*

**MICHAEL GREEN**

*Senior Vice President for Asia and Japan Chair, CSIS; Chair in Japanese politics and foreign policy, Georgetown University; and former Special Assistant to the President and Senior Director for Asia*

10:45–11:30AM

### III. Domestic Security Coordination Challenges

*Speaker*

**PAUL STOCKTON**

*Non-Resident Senior Adviser, CSIS; Managing Director, Sonecon, LLC; and former Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs*

11:30AM–12:15PM

### IV. Rapid Introduction of Technology Developments and Applications, Including Cyber

*Speakers*

**DENISE ZHENG**

*Senior Fellow and Deputy Director, Strategic Technologies Program, CSIS*

**ANDREW HUNTER**

*Program Director, Defense Initiatives Group and Senior Fellow, International Security Program, CSIS*

12:15 – 12:30PM

*Wrap-Up*

## Module 2: Leadership and Transition: Functional Imperatives

This module will focus on practical instruction and case studies in preparing for and managing transition, including specific functional issues related to governance.

12:30–1:30PM

### I. Working Lunch

*Speaker*

**ROBERT MURRETT**

*Faculty Member, Department of Public Administration and International Affairs; Deputy Director, Institute of National Security and Counterterrorism, Syracuse University*

1:45–3:00PM

### II. National Security Leadership, Reform and Transition

*Speakers*

**DAWN EILENBERGER**

*Assistant Director, National Intelligence for Policy and Strategy, Office of the Director of National Intelligence*

**ARNOLD PUNARO**

*CEO, Punaro Group, LLC*

**DAVID VAN SLYKE**

*Associate Dean, Chair of the Department of Public Administration and International Affairs, Maxwell School at Syracuse University*

3:15–4:30PM

### III. Practical Leadership Challenges Through Government Transition

#### Speakers

VONNA HEATON

*Chief Information Officer, National Geospatial-Intelligence Agency*

WILLIAM E. NOLTE

*Research Professor, School of Public Policy at University of Maryland*

ANDREW SCHWARTZ

*Senior Vice President for External Relations, CSIS*

4:30–5:00PM

#### Wrap-Up

6:00–8:00PM

### Dinner: Reflections on Civ-Mil Relations in Times of Transition

#### Moderated by

KATHLEEN HICKS

*Senior Vice President, Henry A. Kissinger Chair, and Director,  
International Security Program, CSIS*

#### Speakers

SEAN O'KEEFE

*Distinguished Senior Adviser, CSIS; University Professor, Maxwell School of Citizenship  
and Public Affairs at Syracuse University; former NASA Administrator and former  
Secretary of the U.S. Navy*

ADMIRAL JON GREENERT

*Former Chief of Naval Operations, U.S. Navy*

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#### TUESDAY, FEBRUARY 23

10:00–10:15AM

*Participants arrive independently at Department of Defense*

10:30–11:30AM

### Conversation with U.S. Secretary of Defense Ash Carter

11:30–12:00PM

*DOD bus to provide transport back to CSIS*

### Module 3: Simulation on Cyber Crisis “Defense and Interagency Decision-Making During a Transition”

12:00–1:00PM

*Lunch and Introduction to Simulation Game*

1:15–5:00PM

### Simulation Game

#### Facilitators

WILLIAM BANKS

*Interim Dean, College of Law at Syracuse University*

JAMES LEWIS

*Senior Fellow and Program Director, Strategic Technologies Program, CSIS*

WILLIAM CARTER

*Associate Fellow, Strategic Technologies Program, CSIS*

5:15–6:15PM

### Working Dinner with Simulation Groups

6:30–8:00PM

### Simulation: Deputies Committee Meeting

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#### WEDNESDAY, FEBRUARY 24

9:00AM–12:00PM

### Simulation: Principals Committee Meeting, Hotwash and Wrap-Up

The outbrief will include presentations of findings and recommendations from participants in front of a distinguished group who will play the role of cabinet members.

#### Participants

JOHN HAMRE

*President and CEO, CSIS*

JAMES STAVRIDIS

*Dean, Fletcher School of Law and Diplomacy at Tufts University*

JAMES STEINBERG

*Dean, Maxwell School of Citizenship and Public Affairs at Syracuse University*

RYAN CROCKER

*Dean and Executive Professor, Bush School of Government and Public Service at Texas  
A&M University*

PETER COWHEY

*Dean, School of Global Policy and Strategy at University of California, San Diego*

12:15–1:30PM

### Closing Lunch and Conversation with Dr. Zbigniew Brzezinski

*CSIS Counselor and Trustee and former National Security Advisor to President Jimmy Carter*

#### Moderated by

JOHN HAMRE

*President and CEO, CSIS*



# BIOGRAPHIES OF PROGRAM SPEAKERS

SUNDAY, FEBRUARY 21

## INTRODUCTION AND OVERVIEW REMARKS



**DR. JOHN HAMRE** was elected president and CEO of CSIS in January 2000. Before joining CSIS, he served as the 26th U.S. deputy secretary of defense. Prior to holding that post, he was the undersecretary of defense (comptroller) from 1993 to 1997. As comptroller, Hamre was the principal assistant to the secretary of defense for the preparation, presentation, and execution of the defense budget and management improvement programs. In 2007, Secretary of Defense Robert Gates appointed Hamre to serve as chairman of the Defense Policy Board. Before serving in the

Department of Defense, Hamre worked for 10 years as a professional staff member of the Senate Armed Services Committee. During that time, he was primarily responsible for the oversight and evaluation of procurement, research, and development programs, defense budget issues, and relations with the Senate Appropriations Committee. From 1978 to 1984, Hamre served in the Congressional Budget Office, where he became its deputy assistant director for national security and international affairs. In that position, he oversaw analysis and other support for committees in both the House of Representatives and the Senate. Hamre received his Ph.D., with distinction, in 1978 from the School of Advanced International Studies at Johns Hopkins University in Washington, D.C., where his studies focused on international politics and economics and U.S. foreign policy.



**TIMOTHY "BO" KEMPER** joined the Robertson Foundation for Government as executive director in January 2010, where he oversees the day-to-day operations and programs of the family foundation. With 15 years of executive-level experience in the private sector, higher education and nonprofit arenas, Kemper most recently served as vice president of institutional advancement at Marian University in Wisconsin. Prior to that, he held positions with CKB Capital Management, the Chester Foundation, the Children's Scholarship Fund, and Loyola University

Chicago. Kemper received his B.S. (magna cum laude) from Arizona State University and his M.B.A. from the Kellogg Graduate School of Management at Northwestern University.



**SEAN O'KEEFE** is the Phanstiel Chair in Strategic Management and Leadership and a member of the Maxwell School's Department of Public Administration and International Affairs. He has also been appointed University Professor, only the 17th person in Syracuse University history to hold the title. O'Keefe leads efforts to expand Maxwell's partnership with CSIS. Concurrently, CSIS has appointed him a distinguished senior adviser. Previously, O'Keefe was chairman and CEO of Airbus Group Inc. He also served as vice president of the

General Electric Company and as chancellor of Louisiana State University (LSU). Prior to leading LSU, he was administrator of NASA. Previous public service posts included secretary of the navy, comptroller and chief financial officer of the Defense Department,

and staff director of the Senate Appropriations Defense Subcommittee. Before leading NASA, O'Keefe was deputy assistant to the president and deputy director of the Office of Management and Budget at the White House. O'Keefe earned a B.A. degree from Loyola University in New Orleans in 1977 and an M.P.A. degree from the Maxwell School, when he was selected as a presidential management intern in the inaugural class of 1978.

## DINNER SESSION: Leadership in Times of Transition



**DAVID EAGLES** is director of the Center for Presidential Transition at the Partnership for Public Service. He joined the Partnership in 2015 and leads the Ready to Govern initiative to assist the presidential candidates in navigating the transition process, promote presidential transition reforms, develop management recommendations for the next administration, and train political appointees to lead effectively. Eagle previously led strategic initiatives, operational transformations, and major transitions spanning the private, public, and political sectors.

He most recently served as vice president and chief of staff at Waste Management and as a vice president and consultant for private equity owned portfolio companies. Eagles was a leader for the Romney presidential transition team in 2012 and was appointed in both the Bush and Obama administrations serving at the senior executive service level and winning the distinguished service award. Eagles received a M.P.P. in business and government from Harvard University.



**MAX STIER** is president and CEO of the Partnership for Public Service. Stier has worked previously in all three branches of the federal government. In 1982, he served on the personal staff of Congressman Jim Leach. Stier clerked for chief judge James Oakes of the United States Court of Appeals for the Second Circuit in 1992 and clerked for Justice David Souter of the United States Supreme Court in 1994. Between these two positions, Stier served as special litigation counsel to assistant attorney general Anne Bingaman at the Department of Justice. In

1995, Stier joined the law firm of Williams & Connolly where he practiced primarily in the area of white-collar defense. Stier comes most recently from the Department of Housing and Urban Development, having served as the deputy general counsel for litigation. A graduate of Yale College and Stanford Law School, Stier is a member of the National Academy of Public Administration and a member of the New York State SAGE (Spending and Government Efficiency) Commission.

## MODULE 1: Interagency Decision-Making in a Complex World



**DR. MICHAEL J. GREEN** is senior vice president for Asia and Japan Chair at the Center for Strategic and International Studies (CSIS) and chair in modern and contemporary Japanese politics and foreign policy at the Edmund A. Walsh School of Foreign Service at Georgetown University. He served on the staff of the National Security Council (NSC) from 2001 through 2005, first as director for Asian affairs, with responsibility for Japan, Korea, Australia, and New Zealand, and then as special assistant to the president for national security affairs and senior director for Asia, with responsibility for East Asia and South Asia. Before joining the NSC staff, he was senior fellow for East Asian security at the Council on Foreign Relations, director of the Edwin O. Reischauer Center and the Foreign Policy Institute, and an assistant professor at the Paul H. Nitze School of Advanced International Studies (SAIS) at Johns Hopkins University, research staff member at the Institute for Defense Analyses, and senior adviser on Asia in the Office of the Secretary of Defense. He also worked in Japan on the staff of a member of the National Diet. Green received his master's and doctoral degrees from SAIS and did additional graduate and postgraduate research at Tokyo University and the Massachusetts Institute of Technology.



**DR. KATHLEEN HICKS** is senior vice president, Henry A. Kissinger Chair, and director of the International Security Program at CSIS. Prior to this, she served as a senior civilian official in the Department of Defense from 2009 to 2013, most recently as principal deputy undersecretary of defense for policy (2012-2013). In that role she was responsible for advising the secretary of defense on global and regional defense policy and strategy pertaining to such areas as the Asia-Pacific and Gulf regions, Syria, and Europe. She also served as deputy undersecretary of defense for strategy, plans, and forces, leading the development of the 2012 Defense Strategic Guidance and the 2010 Quadrennial Defense Review. From 2006 to early 2009, Hicks served as a senior fellow at CSIS, leading a variety of research projects in the national security field. From 1993 to 2006, she was a career civil servant in the Office of the Secretary of Defense, serving in a variety of capacities and rising from Presidential Management Intern to the Senior Executive Service. She holds a Ph.D. in political science from the Massachusetts Institute of Technology and an M.A. from the University of Maryland's School of Public Affairs.



**ANDREW HUNTER** is a senior fellow in the International Security Program and director of the Defense-Industrial Initiatives Group at CSIS. From 2011 to November 2014, Hunter served as a senior executive in the Department of Defense. Appointed as director of the Joint Rapid Acquisition Cell in 2013, his duties included fielding solutions to urgent operational needs and leading the work of the Warfighter Senior Integration Group to ensure timely action on critical issues of warfighter support. From 2011 to 2012, he served as chief of staff to Ashton B.

Carter and Frank Kendall, while each was serving as undersecretary of defense for acquisition, technology, and logistics. From 2005 to 2011, Hunter served as a professional staff member of the House Armed Services Committee, leading the committee's policy staff and managing a portfolio focused on acquisition policy, the defense industrial base, technology transfers, and export controls. From 1994 to 2005, he served in a variety of staff positions in the House of Representatives. Hunter holds an M.A. degree in applied economics from the Johns Hopkins University.



**DR. PAUL N. STOCKTON** is the managing director of Sonecon, LLC. Prior to joining Sonecon, Stockton was the assistant secretary of defense for homeland defense and Americas' security affairs from June 2009 until January 2013. In that position, he served as the Department of Defense's domestic crisis manager, helping lead the Department's response to Superstorm Sandy, Deepwater Horizon, and other disasters. Stockton also oversaw antiterrorism policies and programs for the Department's domestic installations, guided the Defense Critical Infrastructure Protection program and led the development of the DOD's first Mission Assurance Strategy. In September 2014, Secretary of Defense Chuck Hagel named Stockton co-chair of the Independent Review of the Washington Navy Yard Shootings. He was twice awarded the DOD Medal for Distinguished Public Service, the Pentagon's highest civilian honor, and a Distinguished Public Service Medal from the Department of Homeland Security. Stockton earned his Ph.D. from Harvard University and a B.A. Summa Cum Laude from Dartmouth College.



**JUAN ZARATE** is a senior adviser at CSIS, the senior national security analyst for CBS News, a visiting lecturer at the Harvard Law School, and a national security and financial integrity consultant. Zarate served as deputy assistant to the president and deputy national security adviser for combating terrorism from 2005 to 2009 and was responsible for developing and implementing the U.S. government's counterterrorism strategy and policies related to transnational security threats. He was the first ever assistant secretary of the treasury for terrorist financing and financial crimes, where he led domestic and international efforts to attack terrorist financing, the innovative use of the Treasury Department's national security-related powers, and the global hunt for Saddam Hussein's assets. He is also a former federal prosecutor who served on terrorism prosecution teams prior to 9/11, including the investigation of the USS Cole attack. He is a graduate of both Harvard College and Harvard Law School and a former Rotary International Fellow (Universidad de Salamanca, Spain).



**DENISE E. ZHENG** is a senior fellow and deputy director of the Strategic Technologies Program at CSIS, where her work is focused on technology, innovation, cybersecurity, and Internet policy. Previously, she served as chief of staff and lead science and engineering technical adviser as a contractor for the Defense Advanced Research Projects Agency (DARPA) foundational cyber warfare program, Plan X. Before DARPA, Zheng was director for global government relations and cybersecurity policy at CA Technologies, where she was also a member

of the Information Technology (IT) Sector Coordinating Council, IT Information Sharing and Analysis Center, SAFECode, and vice chair of the TechAmerica Cybersecurity Legislative Subcommittee. Prior to CA Technologies, Zheng served as a professional staff member for the Senate Homeland Security and Governmental Affairs Committee. In that role, she was a principal in drafting and negotiations for the Cybersecurity Act of 2012 and conducted oversight of critical infrastructure protection programs, spectrum auctions, privacy, and federal IT programs. Zheng holds a B.A. in economics and political science from the University of Michigan, studied government at the London School of Economics and Political Science, and completed graduate coursework in security studies at the Johns Hopkins University School of Advanced International Studies.

## MODULE 2: Leadership and Transition: Functional Imperatives



**DAWN EILENBERGER** is the assistant director of National Intelligence for Policy & Strategy, Office of the Director of National Intelligence (ODNI). Before joining the ODNI, Eilenberger served as the inspector general of the National Geospatial-Intelligence Agency from February 2011 to August 2014 where she completed the transition of the office to a statutory IG, including creation of a financial audit staff to oversee the first audit of NGA's financial statements. Eilenberger also served as NGA's director at the Office of International Affairs and Policy from June 2007 to February 2011, where she managed NGA's international partnerships and developed and implemented geospatial intelligence policy and guidance, including intelligence sharing and disaster relief efforts. While at NGA, she served as Deputy Director, Security and Installations (March 2006 – June 2007) and Associate Deputy Director for Policy (February 2005- February 2006). Eilenberger began her government career in 1982 in the CIA's Office of General Counsel (OGC). Eilenberger served as the CIA's Director of Finance from 1999 through 2004. She graduated from the University of Virginia, School of Law and has been admitted to practice in Virginia and DC.



**VONNA HEATON** has more than 30 years of experience in the defense and intelligence community, including serving in key senior executive leadership positions at the National Geospatial-Intelligence Agency (NGA) and the National Security Agency (NSA). She has also served as special assistant to the deputy director of the National Geospatial-Intelligence Agency. Her previous roles at NGA also include director of the Office of Corporate Communications, chief information officer, and director of InnoVision. Heaton also served as vice president and lead executive for Information and Intelligence Solutions at Ball Aerospace & Technologies Corp. In this role, she was responsible for strategy and customer engagement for information services and related programs and opportunities. She earned her M.Sc. in national resource strategy from the Industrial College of the Armed Forces at the National Defense University.



**VADM ROBERT B. MURRETT** is a faculty member in the Department of Public Administration and International Affairs, and serves as the deputy director of the Institute for National Security and Counterterrorism (INSCT) at Syracuse University. In addition, he is a staff member at the RAND Corporation, and the Institute for Defense Analyses. Previously, Murrett was a career intelligence officer in the U.S. Navy, serving in assignments throughout the Pacific, Europe, and the Middle East through his thirty-four years of duty, retiring in the grade of vice admiral. His duty stations included service as Operational Intelligence Officer for the U.S. Pacific Fleet, Assistant Naval Attaché at the U.S. Embassy in Oslo, Norway. For the last ten years, he served as vice director for intelligence on the U.S. Joint Chiefs of Staff, director of Naval Intelligence, and director of the National Geospatial-Intelligence Agency (NGA).



**DR. WILLIAM M. NOLTE** a research professor in the School of Public Policy at the University of Maryland Cybersecurity Center. He is the former director of education and training in the office of the Director of National Intelligence and chancellor of the National Intelligence University. He is a former deputy assistant director of central intelligence at the CIA. He was director of training, chief of legislative affairs, and senior intelligence advisor at the National Security Agency. He also served as deputy national intelligence officer for the Near East and South Asia during the Gulf War. He has taught at several Washington area universities, is on the board of CIA's Studies in Intelligence, and directed the Intelligence Fellows Program. Nolte has a B.A. from La Salle University and a Ph.D. from the University of Maryland.



**ARNOLD PUNARO** is CEO of The Punaro Group, LLC, a Washington-based firm he founded in 2010 specializing in federal budget and market analysis. He consults for a broad array of Fortune 100 companies and was recognized by Defense News as one of the 100 most influential individuals in U.S. Defense in 2012 and 2013. He received the Reserve Officers Association's prestigious Minuteman of the Year Award in 2014. In November 2013, Punaro was selected to a two-year term as the chairman of the National Defense Industrial Association. He is also chairman of the Reserve Forces Policy Board, which serves as an independent advisor to Secretary of Defense Chuck Hagel on Reserve and National Guard matters. Punaro is a retired Marine Corps major general who has also served as the executive vice president of an \$11 billion technology and professional services firm, and as the staff director of the Senate Armed Services Committee, among other positions.



**DR. DAVID M. VAN SLYKE** is the associate dean and Chair of the Department of Public Administration and International Affairs at the Maxwell School of Citizenship and Public Affairs, Syracuse University. Van Slyke also holds the Louis A. Bantle Chair in Business-Government Policy and is a tenured full professor. He also serves as a non-resident faculty member at the Maastricht Graduate School of Governance, University of Maastricht, Netherlands. Dr. Van Slyke is an elected



Director (2016-2019) and Fellow (2010) of the National Academy of Public Administration. He is a two-time recipient of the Birkhead-Burkhead Professorship for Teaching Excellence Award (2006-2010 and 2014-2018), the Beryl Radin Award for Best Article published in the Journal of Public Administration Research and Theory (JPART), the 2015 Distinguished Alumnus in Public Administration and Policy, Rockefeller College of Public Affairs and Policy, University at Albany, State University of New York, among several other international research awards. Van Slyke is a co-editor of the Journal of Public Administration Research and Theory and The Journal of Strategic Contracting and Negotiation. He serves on the editorial boards of the Nonprofit and Voluntary Sector Quarterly, the International Review of Public Administration the International Journal of Public Sector Management, and the Journal of Public Affairs Education. Prior to becoming an academic, David worked in the private, public, and nonprofit sectors. He holds a Ph.D. in public administration and policy from the University at Albany's Rockefeller College.



**H. ANDREW SCHWARTZ** is senior vice president for external relations at CSIS and is responsible for directing the Center's media relations, congressional relations, large-scale events, publications, website, marketing, and other external relations matters. Prior to joining CSIS, Schwartz was a spokesman for the American Israel Public Affairs Committee (AIPAC), America's pro-Israel lobby. Before that, he was a producer for Fox News' Special Report with Brit Hume and subsequently served as a White House producer for the network. As a print journal-

ist, Schwartz has written for the Washington Post, Washington Times, and various national newspapers and magazines. Early in his career, he served as a research assistant to former Carter domestic policy adviser Stuart E. Eizenstat at Powell, Goldstein, Frazer, and Murphy and as a legislative fellow in the offices of Senator J. Bennett Johnston (D-LA) and Representative Lindy Boggs (D-LA). Schwartz holds a B.A. in political science from Tulane University and an M.A. in broadcast journalism and public policy from the American University. He currently serves on the Board of Directors of the National Press Foundation, the Tulane University School of Liberal Arts Dean's Advisory Council, the Board of Visitors at the Texas Christian University (TCU) Schieffer College of Communication, and on the Editorial Board of the Washington Quarterly.

## DINNER SESSION: Reflections on Civ-Mil Relations in Times of Transition



**ADMIRAL JONATHAN W. GREENERT** is the former chief of naval operations for the U.S. Navy. His career as a submariner includes assignments aboard USS Flying Fish (SSN 673), USS Tautog (SSN 639), Submarine NR-1 and USS Michigan (SSBN 727 - Gold Crew), culminating in command of USS Honolulu (SSN 718) from March 1991 to July 1993. Subsequent fleet command assignments include commander, Submarine Squadron 11; commander, U.S. Naval Forces Marianas; commander, U.S. 7th Fleet (August 2004 to September 2006); and, commander, U.S. Fleet

Forces Command (September 2007 to July 2009). Greenert has served in various fleet support and financial management positions, including deputy chief of Naval Operations for Integration of Capabilities and Resources (N8); deputy commander, U.S. Pacific Fleet;

chief of staff, U.S. 7th Fleet; head, Navy Programming Branch and director, Operations Division Navy Comptroller. Most recently he served as 36th vice chief of naval operations (August 2009 to August 2011). He graduated from the U.S. Naval Academy in 1975 and completed studies in nuclear power for service as a submarine officer.

TUESDAY, FEBRUARY 23

## CONVERSATION WITH U.S. SECRETARY OF DEFENSE ASH CARTER



**SECRETARY ASHTON B. CARTER** is the 25th secretary of defense in the U.S. Department of Defense. He has spent more than three decades leveraging his knowledge of science and technology, global strategy and policy as well as his deep dedication to the men and women of the Department of Defense to make our nation and the world a safer place. Carter was deputy secretary of defense from 2011 to 2013, serving as DOD's chief operating officer. From 2009 to 2011, he was undersecretary of defense for Acquisition, Technology and Logistics (ATL) with

responsibility for DOD's procurement reform and innovation agenda and successful completion of key procurements like the KC-46 tanker. In this capacity, Carter also led the development and production of thousands of mine-resistant ambush protected (MRAP) vehicles and other rapid acquisitions that saved countless service members' lives. Determined to get the most for both the warfighters and the taxpayer, Carter instituted "Better Buying Power" for the first time guiding the department acquisition workforce to smarter and leaner purchasing. From 1993 to 1996, he served as assistant secretary of defense for International Security Policy, where he was responsible for strategic affairs, nuclear weapons policy, and the Nunn-Lugar program that removed nuclear weapons from Ukraine, Kazakhstan, and Belarus. Carter also served on the Defense Policy Board, the Defense Science Board, and the Secretary of State's International Security Advisory Board.

Carter earned his bachelor's degrees in physics and in medieval history, summa cum laude, at Yale University. He received his doctorate in theoretical physics from Oxford University, where he was a Rhodes Scholar. He was a physics instructor at Oxford, a postdoctoral fellow at Rockefeller University and M.I.T., and an experimental research associate at Brookhaven and Fermilab National Laboratories.

## MODULE 3: Simulation on Cyber Crisis "Defense and Interagency Decision-Making During a Transition"



**JAMES A. LEWIS** is senior fellow and program director of the Strategic Technologies Program at CSIS. Before joining CSIS, he worked at the Departments of State and Commerce as a foreign service officer and as a member of the Senior Executive Service. His government experience includes work on Asian politico-military issues, as a negotiator on conventional arms and technology transfers, and on military and intelligence-related technologies. Lewis led the U.S. delegation to the Was-



senaar Arrangement Experts Group on advanced civil and military technologies and was the rapporteur for the UN Group of Government Experts on Information Security for their successful 2010 and 2013 sessions. He was assigned to U.S. Southern Command for Operation Just Cause, U.S. Central Command for Operation Desert Shield, and to the U.S. Central American Task Force. Lewis received his Ph.D. from the University of Chicago.



**WILLIAM C. BANKS** is interim dean at Syracuse University College of Law, where he has been a member of the faculty for more than 35 years. Founding director of the Institute for National Security and Counterterrorism (INSCT), Banks is an internationally recognized authority in national security, counterterrorism, and international humanitarian and constitutional law. Among his public service appointments, Banks has served as a special counsel to the U.S. Senate Judiciary Committee; on the ABA Standing Committee on Law and National Security; as a member of the InfraGard National Members Alliance Board of Advisors; on the advisory council for the Perpetual Peace Project; on the executive board of the International Counter-Terrorism Academic Community (ICTAC); and as a distinguished fellow of the Institute for Veterans and Military Families at Syracuse University. Banks has his B.A. from the University of Nebraska and J.D. and M.S. degrees from the University of Denver.

**WILLIAM A. CARTER** is an associate fellow in the Strategic Technologies Program at CSIS. His work focuses on international cyber policy issues, including data localization, surveillance and privacy, cyber conflict and deterrence, financial sector cybersecurity, and encryption. Before joining CSIS, he worked as a financial analyst in the Goldman Sachs Investment Strategy Group, advising private and institutional clients on their short- to medium-term asset allocation decisions. In this role, he performed research and analysis on all investable asset classes, as well as geopolitics and the macro economy, and produced reports and presentations on international affairs and current events. He has interned at the Council on Foreign Relations and at Caxton Associates, a New York hedge fund. He graduated from New York University in 2010 with a B.A. in economics.

THURSDAY, FEBRUARY 24

## SIMULATION: PRINCIPALS COMMITTEE MEETING, HOTWASH AND WRAP-UP



**PETER COWHEY** is the dean of the School of Global Policy and Strategy at UC San Diego. He is also Qualcomm Endowed Chair in Communications and Technology. Cowhey currently serves on a bi-national experts group appointed by the U.S. and Chinese governments to research and guide innovation policy. In 2009, he served a 12-month assignment as the senior counselor to Ambassador Ron Kirk in the Office of the United States Trade Representative. He is also a former chief of the International Bureau of the Federal Communications

Commission (FCC) and negotiated many of the U.S. international agreements for telecommunications and satellite services. Cowhey is chair of the CONNECT Innovation Institute; vice chair of the California Council on Science and Technology; member of

the board of directors of the Grameen Foundation USA; research scholar at the California Institute on Telecommunications and Information Technology; and non-resident fellow of the Annenberg Center of Communications at USC. In addition to having served on the advisory boards of the United Nations Development Program and the U.S. Agency for International Development, he has advised over fifty countries on reforming their communications markets.



**AMBASSADOR RYAN CROCKER** is dean and executive professor at the George Bush School of Government and Public Service at Texas A&M University, where he holds the Edward and Howard Kruse Endowed Chair. He retired from the foreign service in April 2009 after a career of over 37 years but was recalled to active duty by President Obama to serve as U.S. Ambassador to Afghanistan in 2011. He has served as a U.S. ambassador six times: Afghanistan (2011-2012), Iraq (2007-2009), Pakistan (2004-2007), Syria (1998-2001), Kuwait (1994-1997), and

Lebanon (1990-1993). He has also served as the International Affairs Advisor at the National War College, where he joined the faculty in 2003. From May to August 2003, he was in Baghdad as the first Director of Governance for the Coalition Provisional Authority and was Deputy Assistant Secretary of State for Near Eastern Affairs from August 2001 to May 2003. Crocker received the Presidential Medal of Freedom, the nation's highest civilian award, in 2009. In September 2004, President Bush conferred on him the personal rank of Career Ambassador, the highest in the Foreign Service. In May 2009, Secretary of State Hillary Clinton announced the establishment of the Ryan C. Crocker Award for Outstanding Achievement in Expeditionary Diplomacy. He received a B.A. in English in 1971 and an honorary Doctor of Laws degree in 2001 from Whitman College.



**ADMIRAL JAMES STAVRIDIS** is dean of The Fletcher School at Tufts University. He is the Charles Francis Adams / Raytheon Dean's Chair. Stavridis attended the U.S. Naval Academy at Annapolis and spent over thirty years in the Navy, rising to the rank of 4-star Admiral. Among his many commands were four years as the 16th Supreme Allied Commander at NATO. He also commanded US Southern Command in Miami, charged with military operations through Latin America for nearly three years. He was the longest serving Combatant Commander in recent US history. In

the course of his career in the Navy, he served as senior military assistant to the Secretary of the Navy and the Secretary of Defense. He led the Navy's premier operational think tank for innovation, Deep Blue, immediately after the 9/11 attacks. He won the Battenberg Cup for commanding the top ship in the Atlantic Fleet and the Navy League John Paul Jones Award for Inspirational leadership, along more than 50 US and international medals and decorations, including 28 from foreign nations. He also commanded a Destroyer Squadron and a Carrier Strike Group, both in combat. He earned a PhD from The Fletcher School at Tufts, winning the Gullion prize as outstanding student in his class in 1983, as well as academic honors from the National and Naval War Colleges as a distinguished student.



**JAMES STEINBERG** is dean of the Maxwell School at Syracuse University and University Professor of Social Science, International Affairs and Law. From 2005 to 2008, he was dean of the Lyndon B. Johnson School of Public Affairs. From 2001 to 2005, Steinberg was vice president and director of Foreign Policy Studies at the Brookings Institution. Prior to this, he served as deputy secretary of state to Secretary Clinton. Steinberg also served as director of the State Department's policy planning staff, and as deputy assistant secretary for analysis in the bureau of Intelligence and Research. Previously, Steinberg was Senator Edward Kennedy's principal aide for the Senate Armed Services Committee and minority counsel, U.S. Senate Labor and Human Resources Committee. Steinberg served as deputy national security advisor to President Clinton from 1996 to 2000. During that period he also served as the president's personal representative to the 1998 and 1999 G-8 summits. Steinberg received his B.A. from Harvard and J.D. from Yale Law School.

## CLOSING LUNCH: Conversation with Dr. Zbigniew Brzezinski



**DR. ZBIGNIEW BRZEZINSKI** is a CSIS counselor and trustee and co-chairs the CSIS Advisory Board. He is also a senior research professor of international relations at the School of Advanced International Studies, Johns Hopkins University, in Washington, D.C. and a member of the International Advisory Board of the Atlantic Council. He is a former chairman of the American-Ukrainian Advisory Committee. He was a member of the Policy Planning Council of the Department of State from 1966 to 1968; chairman of the Humphrey Foreign Policy Task Force in the 1968 presidential campaign; director of the Trilateral Commission from 1973 to 1976; and principal foreign policy adviser to Jimmy Carter in the 1976 presidential campaign.

From 1977 to 1981, Brzezinski was national security adviser to President Jimmy Carter. In 1981, he was awarded the Presidential Medal of Freedom for his role in the normalization of U.S.-China relations and for his contributions to the human rights and national security policies of the United States. He was also a member of the President's Chemical Warfare Commission (1985), the National Security Council-Defense Department Commission on Integrated Long-Term Strategy (1987-1988), and the President's Foreign Intelligence Advisory Board (1987-1989). In 1988, he was cochairman of the Bush National Security Advisory Task Force, and in 2004, he was cochairman of a Council on Foreign Relations task force that issued the report *Iran: Time for a New Approach*.

Brzezinski received a B.A. and M.A. from McGill University (1949, 1950) and Ph.D. from Harvard University (1953). He was a member of the faculties of Columbia University (1960-1989) and Harvard University (1953-1960). Brzezinski holds honorary degrees from Georgetown University, Williams College, Fordham University, College of the Holy Cross, Alliance College, the Catholic University of Lublin, Warsaw University, and Vilnius University. He is the recipient of numerous honors and awards.

Most recently, Brzezinski was awarded the de Tocqueville Prize in 2011 for his contributions to the political science field. His many books include *Strategic Vision: America and the Crisis of Global Power* (Basic Books, 2012); *America and the World: Conversations on the Future of American Foreign Policy* (Basic Books, 2008), coauthored with Brent Scowcroft and David Ignatius; *Second Chance: Three Presidents and the Crisis of American Superpower* (Basic Books, 2007); and *The Choice: Global Domination or Global Leadership* (Basic Books, 2004).

## EXECUTIVE PROJECT DIRECTOR



**NAHMYO THOMAS** is director of executive education and the Abshire-Inamori Leadership Academy at CSIS, where she focuses on developing corporate executive education programs, leadership trainings, and foreign policy seminars for diplomats, federal agencies, and senior executives. She previously served as CSIS's deputy director for external relations, overseeing the Center's strategic partnerships with Congress, press, and diplomatic corps, as well as implementing the Center's marketing and communication strategies through a variety of traditional, social, and multimedia tools. Before that, she served as CSIS's assistant director for congressional relations, managing the Center's bipartisan outreach efforts to key congressional committees, leadership, and personal offices. Prior to joining CSIS, Thomas spent two years on Capitol Hill covering veteran's affairs, education policy, human trafficking, and immigration issues for Representative Jackie Speier. Thomas holds a B.A. in global studies from the University of California, Santa Barbara, and M.A. in political science, conflict resolution, and governance from the University of Amsterdam.

## About CSIS

For over 50 years, the Center for Strategic and International Studies (CSIS) has developed practical solutions to the world's greatest challenges. As we celebrate this milestone, CSIS scholars continue to provide strategic insights and bipartisan policy solutions to help decisionmakers chart a course toward a better world.

CSIS is a bipartisan, nonprofit organization headquartered in Washington, D.C. The Center's 220 full-time staff and large network of affiliated scholars conduct research and analysis and develop policy initiatives that look to the future and anticipate change.

Since 1962, CSIS has been dedicated to finding ways to sustain American prominence and prosperity as a force for good in the world. After 50 years, CSIS has become one of the world's preeminent international policy institutions focused on defense and security; regional stability; and transnational challenges ranging from energy and climate to global development and economic integration.

Thomas J. Pritzker was named Chairman of the CSIS Board of Trustees in 2015. Mr. Pritzker succeeds Senator Sam Nunn, who chaired the CSIS Board of Trustees from 1999 to 2015. John J. Hamre became the Center's president and chief executive officer in April 2000. CSIS was founded by David M. Abshire and Admiral Arleigh Burke.

## About the Robertson Foundation for Government

The Robertson Foundation for Government (RFFG) is a nonprofit family foundation dedicated to helping government meet its talent needs by identifying, educating and motivating top U.S. graduate students to pursue federal government careers in foreign policy, national security and international affairs.

Established by the family of the late philanthropists Charles and Marie Robertson, and named in their honor, the Robertson Foundation for Government pursues a mission that was central to Mr. and Mrs. Robertson's philanthropic activities: strengthening the United States government and increasing its ability and determination to defend and extend freedom throughout the world by improving the training and education of men and women for government service, with particular emphasis on international relations and foreign affairs.

### *Mission*

The mission of the Robertson Foundation for Government (RFFG) is to identify, educate and inspire the best and brightest U.S. graduate students who are committed to pursuing long-term federal government careers in foreign policy, national security and international affairs in order to strengthen the federal government and its capacity to recruit and retain top-level talent.

This program was made possible by the generous support of the Robertson Foundation for Government with additional support from the William and Flora Hewlett Foundation.







1616 RHODE ISLAND AVENUE NW WASHINGTON, DC 20036

202 887 0200 | [www.csis.org](http://www.csis.org)

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