



MODERN WAR
INSTITUTE
AT WEST POINT

USMA CLASS OF 2006 WAR STUDIES CONFERENCE



POTENTIAL DISRUPTORS OF THE 'AMERICAN WAY OF WAR'

UNITED STATES MILITARY ACADEMY

NOVEMBER 4 - 6, 2018



CONTENTS

Welcome Letter	3
About West Point	4
Agenda	5
Important Administrative Information	8
Conference Staff	9
Keynote Speaker Profiles	10
Participant Profiles	14





WELCOME TO THE USMA CLASS OF 2006 WAR STUDIES CONFERENCE

On behalf of Lieutenant General Darryl Williams, the superintendent of the United States Military Academy, it is my honor to welcome you to West Point. This is our third annual War Studies Conference, an event organized by the Modern War Institute within West Point's Department of Military Instruction. The purpose of this conference is to convene a select and interdisciplinary group of thinkers across government, academia, media, and the business world to discuss a topic of vital importance to our ability to fight and win modern wars. The title of this year's conference is "Potential Disruptors of the 'American Way of War.'"

We are at an inflection point of history, akin to the one that followed the First World War. Strategic bombing, blitzkrieg, and nuclear warfare would come to define the next phase of war. What are the equivalents to these technological and doctrinal developments for today's age? Strategists have noted that we may be at the dawn of a new technological revolution, one that requires a "third offset." Others point to the transformative role of artificial intelligence. Whichever is the case, how do we reposition our US military to come out on top in this global rebalance of power?

The United States has spent the past two decades conducting counterinsurgency and counterterrorism operations on behalf of host governments perceived by many as illegitimate. Arguably we have little to show for our effort and costs, both human and financial. It has become abundantly clear that no silver bullet technology will come along allowing us to magically win the wars we face or defeat the enemy bloodlessly. Worse, the type and pace of technological development arguably favors our adversaries. The barriers to entry of this new battlefield, given the affordability and availability of off-the-shelf technologies, are low. Our comparative advantages—a highly networked and free society, a sizable military trained and equipped in maneuver warfare, and the "soft power" of American values—have become our disadvantages in this dangerous new world.

Participants in this year's event include scholars from a variety of disciplines, senior military officials, members of the media, and practitioners with firsthand experience in the civil-military domain. We are grateful for the generous support of the Class of 2006. Thank you for joining us for our third annual War Studies Conference.

A handwritten signature in dark ink, appearing to read "Liam Collins".

Liam Collins,
PhD COL, SF

Director, Modern War Institute



ABOUT WEST POINT



Renowned as one of the world's premier leader development institutions, West Point's mission is "to educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country, and prepared for a career of professional excellence and service to the Nation as an officer in the United States Army." West Point accomplishes this mission by developing cadets intellectually, physically, militarily, ethically, and socially. The student body, or Corps of Cadets, numbers 4,400, and each year approximately 1,100 cadets join the Long Gray Line as they graduate and are commissioned as second lieutenants in the US Army.

The history of West Point dates back to the Revolutionary War, when both sides realized the strategic importance of the commanding plateau on the west bank of the Hudson River. George Washington considered West Point to be the most important strategic position in America.

Continental soldiers built forts, batteries, and redoubts and extended a 150-ton iron chain across the Hudson to control river traffic. Founded on March 16, 1802, West Point is the oldest continuously occupied military post in America.

A favorite expression at West Point is that "much of the history we teach was made by people we taught." Great leaders such as Grant, Pershing, MacArthur, Eisenhower, Patton, and Schwarzkopf are among the more than fifty thousand graduates. Countless other graduates, following their military service, have had distinguished careers in business, medicine, law, sports, politics, and science.

Guided by its timeless motto, "Duty, Honor, Country," West Point continues to adapt and adjust the leader development program to ensure its graduates are prepared to serve as commissioned leaders of character in America's 21st-century Army.



Sunday, November 4, 2018

Monday, November 5, 2018



Monday, November 5, 2018 (Continued)

- 9:30-10:45 AM **Panel Session 2**
Haig room, Jefferson Hall
Theme: Fake News, Real War: How to Manage a Complex IO Landscape
Panelists: Mr. Clint Watts, FPRI
Mr. Brent Colburn, Princeton
Mr. Graham Brookie, Atlantic Council's DFRLab
Moderator: Mr. David Patrikarakos, author of *War in 140 Characters*
- 10:45-11:00 AM **Break**
- 11:00-12:00 PM **Keynote Address:** Can "Deep Thinking" Defeat Tomorrow's Adversaries?
Haig room, Jefferson Hall
Speaker: Mr. Garry Kasparov
Moderator: Mr. Nicholas Schmidle, *The New Yorker*
- 12:00-12:15 AM **Movement to West Point Club**
- 12:15-1:15 PM **Keynote Lunch:** How Geography Will Reshape Great Power Conflict
West Point Club, Hudson Room
Speaker: Mr. Robert Kaplan, author of *The Revenge of Geography*
Moderator: Mr. Jonathan Tepperman, *Foreign Policy*
- 1:15-1:30 PM **Movement to Jefferson hall**
- 1:30-2:45 PM **Panel Session 3**
Haig Room, Jefferson Hall
Theme: Beyond "Slaughterbots": Reimagining War with No Soldiers
Panelists: Ms. Rosa Brooks, Georgetown University
Lt. Col. Christopher Korpela, Army Robotics Research Center
Dr. Jacquelyn Schneider, Naval War College
Moderator: Dr. Paul Scharre, Center for a New American Security
- 2:45-3:00 PM **Break & Conference Photo**
- 3:00-4:15 PM **Panel Session 4**
Haig room, Jefferson Hall
Theme: Rage Against the Machine Learning: Debating AI in Modern War
Panelists: Dr. Timothy Hwang, Ethics and Governance of AI Initiative
Dr. Michael Horowitz, University of Pennsylvania
Ms. Elsa Kania, Center for a New American Security
Moderator: Mr. Andrew Liptak, *The Verge*
- 4:15-5:00 PM **Optional West Point Tour**
Lobby, Jefferson Hall
- 4:15-4:30 PM **Transportation to Thayer Hotel**
- 5:00-5:15 PM **Transportation to Thayer Hotel (for those who take West Point tour)**



Monday, November 5, 2018 (Continued)

- 6:00-7:00 PM **Reception**
Ballroom, Thayer Hotel
- 7:00-9:00 PM **Dinner**
Thayer Hotel
- 7:25-7:30 PM **Introductory Remarks:** Brig. Gen. Steve Gilland, Commandant, USMA
- 7:30-8:30 PM **Panel Discussion:**
Theme: “New Wars,” Old Doctrines: Rethinking Future Warfare
Panelists: Dr. Mary Kaldor, London School of Economics
 Maj. Gen. Mick Ryan, Australian Defense College
Moderator: Dr. Risa Brooks, Marquette University
- 8:30-10:00 PM **No-Host Mixer**
General Patton’s Tavern, Thayer Hotel

Tuesday, November 6, 2018

- 6:45-7:30 AM **No-Host Breakfast Buffet**
Thayer Hotel
- 7:30-8:00 AM **Transportation to Jefferson Hall**
Pick-up at Thayer Hotel Lobby
- 8:00-9:00 AM **Keynote Address:** Updating Doctrine for Future Warfare
Speaker: Lt. Gen. Eric Wesley, ARCIC
Moderator: Mr. Max Brooks, author of *World War Z*
- 9:00-10:15 AM **Panel Session 5**
Theme: Beyond-the-Horizon Scenarios with Near-Peer Adversaries
Panelists: Mr. Michael Kofman, Kennan Institute
 Dr. Oriana Skylar Mastro, Georgetown University
 Dr. Antulio Echevarria, US Army War College
 Dr. Dave Johnson, RAND
Moderator: Ms. Andrea Goldstein, Fletcher School
- 10:15-10:30 AM **Break**
- 10:30-11:30 AM **Closing Moderated Keynote**
Haig Room, Jefferson Hall
Theme: Spurring Greater Innovation between Pentagon and Private Sector
Speakers: Mr. David Sanger, *New York Times*
 Dr. Raj Shah, formerly DIUx
- 11:30-11:45 AM **Concluding Remarks:** Col. Liam Collins, Modern War Institute
- 11:45 AM **Guest Departure**
Boxed Lunches Provided



IMPORTANT ADMINISTRATIVE INFORMATION

WI-FI

The Haig Room at Jefferson Hall is equipped with Wi-Fi for attendees' use.

SSID: War Studies

Password: dutyhonorcountry

LODGING

Incidentals: Register a credit card at the front desk for any personal incidentals. Wi-Fi is available at the Thayer Hotel. For those desiring breakfast, MacArthur's Riverview Restaurant opens at 7:00 am daily. However, meals taken at MacArthur's will be at your own expense.

Checking Out: Checkout must be complete by 7:30 a.m. on Tuesday. Please note that we do not cover incidentals, including Internet or meals purchased at the Thayer. Please allow sufficient time for checkout. Guests with personal vehicles at West Point should move luggage into their vehicles before the morning panel. Guests departing West Point via conference-sponsored transportation should move luggage to the Arnold Room. It will be stored at the Thayer Hotel until the completion of the conference.

For questions or issues that the hotel staff cannot address, please see Lt. Col. Scott Woodbrey at (781) 301-1712 or Maj. Jake Miraldi at (802) 299-6272, who will be present throughout the conference.

The Thayer Hotel at West Point

Toll Free: (800) 247-5047 • Phone: (845) 446-4731 • Fax: (845) 446-0338
info@thethayerhotel.com • 674 Thayer Road, West Point, New York 10996

TRANSPORTATION

Travel to and From the Conference: For questions regarding departure from West Point or travel expenses, please contact Lt. Col. Scott Woodbrey, at (781) 301-1712 or scott.woodbrey@usma.edu.

In and Around: Due to limited parking availability, buses will provide your ground transportation to and from all conference events in accordance with the agenda schedule. If you have any special requirements, please contact Lt. Col. Scott Woodbrey at (781) 301-1712.



WAR STUDIES CONFERENCE STAFF

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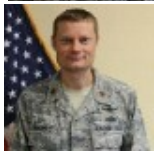
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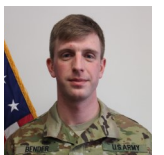
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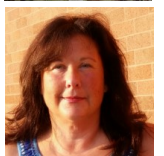
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KEYNOTE BIOS



The Honorable Dr. Bruce Jette Jr.

Dr. Bruce D. Jette was confirmed by the United States Senate as the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA (ALT)) on December 20, 2017, and sworn into office on January 2, 2018. In this position, he serves as the Army Acquisition Executive, the Senior Procurement Executive, the Science Advisor to the Secretary of the Army, and the Army's Senior Research and Development official. He also has principal responsibility for all Department of the Army matters related to logistics. Dr. Jette leads the execution of the Army's acquisition function and the acquisition management system. His responsibilities include providing oversight for the life cycle management and sustainment of Army weapon systems and equipment from research and development through test and evaluation, acquisition, logistics, fielding, and disposition. He is also responsible for appointing, managing, and evaluating program executive officers and managing the Army Acquisition Corps and Army Acquisition Workforce. In addition, he oversees the Elimination of Chemical Weapons program. Prior to his confirmation, Dr. Jette served as President and Chief Executive Officer of Synovision Solutions, LLC, an innovative company he founded to provide management and technical consulting, engineering services, and project management in support of military and governmental agencies, as well as commercial industry.



Lieutenant General Eric Wesley

Lt. Gen. Eric Wesley is currently serving as Deputy Commanding General, Futures / Director, Army Capabilities Integration Center, US Army Training and Doctrine Command. Lt. Gen. Wesley was commissioned as an Armor Officer from the United States Military Academy in 1986. He served for two years in the White House on the National Security Council as the Director for Afghanistan-Pakistan Policy. He later returned to Afghanistan where he was the Director for Future Plans for ISAF Joint Command in Afghanistan. He then served as the Deputy Commanding General (Support) for the 1st Infantry Division followed by duty on the Army Staff as the Deputy Director for Program Analysis and Evaluation (PAE) for the Army G8. Most recently Lt. Gen. Wesley served as the Commanding General, US Army Maneuver Center of Excellence and Fort Benning, Georgia. Lt. Gen. Wesley's military education includes the Armor Officer Basic Course, the Armor Officer Advanced Course, and the US Army Command and General Staff College. He is a graduate of the National War College, earning a Master's Degree in National Security and Strategic Studies. Lt. Gen. Wesley also holds a Master's Degree in International Relations from Troy State University.





Mr. Robert Kaplan

Robert D. Kaplan is the bestselling author of eighteen books on foreign affairs and travel translated into many languages, including *The Return of Marco Polo's World*, *In Europe's Shadow*, *Asia's Cauldron*, *The Revenge of Geography*, *Monsoon*, *The Coming Anarchy*, and *Balkan Ghosts*. He is a senior fellow at the Center for a New American Security and a senior advisor at Eurasia Group. For three decades he reported on foreign affairs for *The Atlantic*. He was chief geopolitical analyst at Stratfor, a visiting professor at the United States Naval Academy, and a member of the Pentagon's Defense Policy Board, appointed by Secretary of Defense Robert Gates. He is currently a member of the US Navy's Executive Panel. *Foreign Policy* magazine twice named him one of the world's "Top 100 Global Thinkers." *New York Times* columnist Thomas Friedman has called Kaplan among the four "most widely read" authors defining the post-Cold War (along with Stanford Professor Francis Fukuyama, Yale Professor Paul Kennedy, and the late Harvard Professor Samuel Huntington). He has been a consultant to the US Army's Special Forces Regiment, the US Air Force, and the US Marines. He has lectured at military war colleges, the FBI, the National Security Agency, the Pentagon's Joint Staff, the Defense Intelligence Agency, the CIA, major universities, and global business forums. He has briefed presidents, secretaries of state, and defense secretaries. Kaplan has delivered the Secretary of State's Open Forum Lecture at the US State Department. He has reported from over one hundred countries. Two earlier books of his, *Soldiers of God: With Islamic Warriors in Afghanistan and Pakistan*, and *Surrender or Starve: Travels in Ethiopia, Sudan, Somalia and Eritrea*, have been re-issued, so that all his books are in print. In 2004, Kaplan was given the Distinguished Alumni Award by the University of Connecticut. In 2009, he was given the Benjamin Franklin Public Service Award by the Foreign Policy Research Institute in Philadelphia. Robert D. Kaplan was born June 23, 1952 in New York City. He graduated in 1973 from the University of Connecticut, where he was the features editor of the *Connecticut Daily Campus*. In 1973 and 1974 he traveled throughout Communist Eastern Europe and parts of the Near East. From 1974 to 1975 he was a reporter for the *Rutland Daily Herald* in Vermont. In 1975, he left the United States to travel throughout the Arab and Mediterranean worlds, beginning a period of sixteen years living overseas. He served a year in the Israel Defense Forces and lived for nine years in Greece and Portugal. He has been married to Maria Cabral since 1983. They live in the Berkshires in western Massachusetts. They have one son, Michael, who is married with a daughter and works for an investment bank in Boston.





Mr. Garry Kasparov

Born in Baku, Azerbaijan, in the Soviet Union in 1963, Garry Kasparov became the under-18 chess champion of the USSR at the age of twelve and the world under-20 champion at seventeen. He came to international fame at the age of twenty-two as the youngest world chess champion in history in 1985. He defended his title five times, including a legendary series of matches against arch-rival Anatoly Karpov. Kasparov broke Bobby Fischer's rating record in 1990 and his own peak rating record remained unbroken until 2013. His famous matches against the IBM super-computer Deep Blue in 1996-97 were key to bringing artificial intelligence, and chess, into the mainstream. Kasparov's was one of the first prominent Soviets to call for democratic and market reforms and was an early supporter of Boris Yeltsin's push to break up the Soviet Union. In 1990, he and his family escaped ethnic violence in his native Baku as the USSR collapsed. In 2005, Kasparov, in his twentieth year as the world's top-rated player, retired from professional chess to join the vanguard of the Russian pro-democracy movement. In 2012, Kasparov was named chairman of the New York-based Human Rights Foundation, succeeding Vaclav Havel. HRF promotes individual liberty worldwide and organizes the Oslo Freedom Forum. Facing imminent arrest during Putin's crackdown, Kasparov moved from Moscow to New York City in 2013. The US-based Kasparov Chess Foundation non-profit promotes the teaching of chess in education systems around the world. Its program already in use in schools across the United States, KCF also has centers in Brussels, Johannesburg, Singapore, and Mexico City. Garry and his wife Daria travel frequently to promote the proven benefits of chess in education and have toured Africa extensively. Kasparov has been a contributing editor to the *Wall Street Journal* since 1991 and is a regular commentator on politics and human rights. He speaks frequently to business and political audiences around the world on technology, strategy, politics, and achieving peak mental performance. He is a Senior Visiting Fellow at the Oxford-Martin School with a focus on human-machine collaboration. He is a member of the executive advisory board of the Foundation for Responsible Robotics and a Security Ambassador for Avast Software, where he discusses cyber security and the digital future. Kasparov's book *How Life Imitates Chess* on strategy and decision making is available in over twenty languages. He is the author of two acclaimed series of chess books, *My Great Predecessors* and *Modern Chess*. Kasparov's 2015 book, *Winter Is Coming: Why Vladimir Putin and the Enemies of the Free World Must Be Stopped* is a blend of history, memoir, and current events analysis.





Mr. Raj Shah

Raj Shah is a technology entrepreneur and investor. Most recently he was the Managing Partner of the Pentagon's Defense Innovation Unit Experimental (DIUx). Previously he was the senior director of strategy at Palo Alto Networks, which acquired Morta Security, where he was CEO and co-founder. He began his business career as a consultant with McKinsey & Co. Raj serves as an F-16 pilot in the Air National Guard where he completed multiple combat tours. He holds an AB from Princeton University and an MBA from The Wharton School. He is a member of the Council of Foreign Relations and a Visiting Fellow at Stanford's Hoover Institution.



Mr. John Carlin

John P. Carlin, former Assistant Attorney General for the US Department of Justice's National Security Division and former Chief of Staff to then-FBI Director Robert S. Mueller, III, chairs Morrison & Foerster's Global Risk and Crisis Management practice group and is co-chair of the National Security practice group. Mr. Carlin, who served as a top-level official in both Republican and Democratic administrations prior to joining Morrison & Foerster, regularly advises industry-leading organizations in sensitive cyber and other national security matters, internal investigations, and government enforcement actions.



PARTICIPANT BIOS



Dr. Birthe Anders

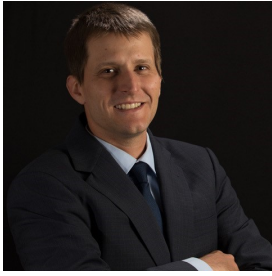
Dr. Birthe Anders is a Senior Fellow at the Harvard Humanitarian Initiative and a Non-Resident Fellow at the Modern War Institute at West Point. She holds a PhD in War Studies from the Department of War Studies, King's College London. Her research focusses on Private Military and Security Companies (PMSCs), civil-military relations, and the security of aid workers. A particular interest right now concerns civil-military coordination and cooperation in support of humanitarian operations. From 2015-16 she was the Fritz Thyssen Fellow at the Weatherhead Center for International Affairs, Harvard University. Before coming to Harvard she taught in the Department of War Studies, King's College London, where she also co-founded the Private Military and Security Research Group. Her articles and reviews have been published in *Parameters*, *Small Wars & Insurgencies*, *International Peacekeeping*, and with Routledge and Oxford Bibliographies in International Relations.



Dr. Graham Brookie

Graham Brookie is the director and managing editor of the Digital Forensic Research Lab (@DFRLab), a startup within the Atlantic Council focused on building digital resilience. The @DFRLab is at the forefront of open-source research with a focus on governance, technology, security, social media, and where these intersect. By publishing what it can prove, or disprove, in real time, the @DFRLab is creating a new model of research and education adapted for impact. Prior to joining the @DFRLab, Brookie served in various positions at the White House and National Security Council. His most recent role was as an adviser for strategic communications with a focus on digital strategy, audience engagement, and coordinating a cohesive record of former US President Barack Obama's national security and foreign policy. Previously he served as the adviser to the assistant to the president for homeland security and counterterrorism (APHSCT), the president's top aide for cybersecurity, counterterrorism, intelligence, and homeland security issues. He also worked in the East Asia, Middle East, and North Africa directorates at the National Security Council. Brookie graduated cum laude with degrees from American University in Washington, DC. He also completed the London School of Economics' general course.





Dr. Aaron Brantly

Dr. Aaron F. Brantly is Assistant Professor in the Department of Political Science and Hume Center for National Security and Technology Affiliated Faculty at Virginia Tech, and Cyber Policy Fellow at the US Army Cyber Institute. He holds a PhD in Political Science from the University of Georgia and a Master's of Public Policy from American University. His research focuses on national security policy issues in cyberspace including terrorism, intelligence, decision making, and human rights. His books include: *The Decision to Attack: Military and Intelligence Cyber Decision-Making* (UGA Press, 2016) and *US National Cybersecurity: International Politics, Concepts and Organization* (Routledge, 2017).



Mr. Max Brooks

Max Brooks is credited with helping propel zombie-lore from niche sub-culture fascination to mainstream pop-culture obsession. While Brooks has published three massively successful zombie-themed books—*The Zombie Survival Guide*, *World War Z*, and *The Zombie Survival Guide: Recorded Attacks* (all of which are now considered the definitive tomes for the genre)—Brooks's ultimate goal was to challenge old ways of thinking and encourage mental agility and flexibility for problem solvers and leaders. Brooks's unique, unconventional thinking depicted in his books has even inspired the US military to examine how they may respond to potential crises in the future. *Survival Guide* was read and discussed by the sitting chairman of the Joint Chiefs of Staff and Brooks has been invited to speak at a variety of military engagements—from the Naval War College, to the FEMA hurricane drill at San Antonio, to the nuclear “Vibrant Response” wargame. By developing the dystopian mythos of a “zombie apocalypse” in film and literature, Brooks continues to drive the dialogue as an authority on how to manage and coordinate emergency responses and to suggest better ways to prepare for crisis and struggle. Today, Brooks explores the consequences of failed leadership, making the leap from mythos to American history with the release of his latest book, *The Harlem Hellfighters*. The graphic novel chronicles the little-known story of the first African-American regiment mustered to fight in WWI. They spent longer than any other American unit in combat and displayed remarkable valor on the battlefield. Despite extraordinary struggles and overt racism, the “Hellfighters,” as their enemies named them, became one of the most successful—but least celebrated—regiments of the war. Once again, Brooks drills down to help find what lessons can be learned from the triumph and tragedy of the Harlem Hellfighters.





Dr. Risa Brooks

Risa Brooks is Allis Chalmers Associate Professor of Political Science at Marquette University where she specializes in the study of civil-military relations and non-state militant organizations. She is also an Adjunct Scholar at the Modern War Institute at West Point and Non-Resident Fellow in Security Studies at the Abu Dhabi based think-tank, Trends. Professor Brooks is the author of *Shaping Strategy: The Civil-Military Politics of Strategic Assessment* (Princeton University Press, 2008) and editor (with Elizabeth Stanley) of *Creating Military Power: The Sources of Military Effectiveness* (Stanford University Press, 2007) as well as numerous articles in the field of international security. She received her PhD from the University of California, San Diego and her professional experiences include positions as Research Associate at the International Institute for Strategic Studies (London, UK) and Postdoctoral Fellow at Stanford's Center for International Security and Cooperation (CISAC).



Ms. Rosa Brooks

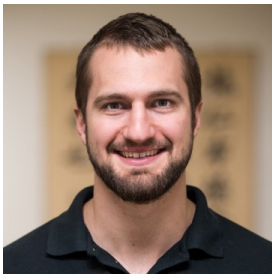
Ms. Rosa Brooks is a Professor of Law at Georgetown University Law Center. Ms. Brooks is also an Adjunct Scholar at West Point's Modern War Institute and a Senior Fellow in the ASU/New America Future of War Program. From 2009 to 2011, Brooks served as Counselor to Under Secretary of Defense for Policy Michele Flournoy. From 2005 to 2009, Brooks was a weekly op-ed columnist for the *Los Angeles Times*. Brooks's experience also includes stints as a Senior Advisor at the US Department of State, as the Special Counsel to the President of the Open Society Foundations, and as a consultant for Human Rights Watch. Brooks has taught at Yale Law School, Harvard, and the University of Virginia, and has served as a fellow at the Carr Center at Harvard's Kennedy School of Government. She currently serves on the Open Society Foundations' US programs advisory board and the *Harper's Magazine* Foundation Board. Her 2016 book, *How Everything Became War and the Military Became Everything*, was a *New York Times* Notable Book of the Year and one of the *Military Times*' top five nonfiction books of 2016; it was shortlisted for the Lionel Gelber Prize and the Arthur Ross Book Award.





Major Joseph Byerly

Joe Byerly is an active duty armor officer in the US Army who has served in both conventional military and joint assignments. He is the founder of *From the Green Notebook*, a website focused on military leadership and professional development, and a cofounding member of the Military Writers Guild. In 2014 he served on the board of the Defense Entrepreneurs Forum as the Social Media Director. He is also the recipient of the Army's General Douglas MacArthur Leadership Award. His writings have been featured in *War on the Rocks*, *ARMY Magazine*, *Strategy Bridge*, *Small Wars Journal* and other outlets. He holds a BS from University of North Georgia and an MA from the US Naval War College.



Mr. Matthew Cancian

Matthew Cancian is a Marine veteran and PhD candidate in Political Science at MIT. In the Marine Corps, Matt served as an artillery officer, deploying with 1st Battalion 5th Marines to Sangin, Afghanistan in 2011 as a Forward Observer. After leaving the Marines as a Captain in 2013, he earned a Masters from the Fletcher School at Tufts. Now at MIT for a PhD, his dissertation is about the effects of training and past exposure to violence on combat motivation and political attitudes, based on a survey of Kurdish fighters he conducted in Iraq.



Ms. Jennifer Cafarella

Jennifer Cafarella is the Director of Intelligence Planning at the Institute for the Study of War (ISW), where she is responsible for leading the development of ISW's detailed plans and recommendations on how to achieve US objectives abroad. Ms Cafarella also leads ISW's simulation exercises and has conducted such exercises for various U.S. military units deploying overseas. In 2015, she participated in a multi-week assessment mission in the Middle East focused on the conflicts in Iraq and Syria at the invitation of senior US Army commanders. Ms. Cafarella has written extensively on the Syrian war, including detailed analysis of al Qaeda and ISIS. Her essays have been published by *Foreign Affairs*, *The Hill*, and Fox News, among other outlets. She has appeared extensively in the media. Her analysis has been cited by the *Wall Street Journal*, the *New York Times*, *Newsweek*, CNN, NPR, Voice of America, the BBC, and *USA Today*. She is a graduate of ISW's Hertog War Studies Program and was ISW's first Evans Hanson Fellow. The Evans Hanson Fellowship draws from the outstanding alumni of the ISW Hertog War Studies Program and helps develop the next generation of national security leaders. Ms. Cafarella received her BA from the University of Minnesota-Twin Cities in Global Studies with a focus on the Middle East.





Mr. Brent Colburn

Brent Colburn, currently the Vice President for Communications & Public Affairs at Princeton University, served as the senior public affairs official at both the Department of Defense and the Department of Homeland Security during the Obama administration. Between leaving government and joining Princeton, Mr. Colburn worked in the Bay Area as the Vice President of Communications for the Chan Zuckerberg Initiative, Priscilla Chan and Mark Zuckerberg's groundbreaking philanthropy. He has also worked on a range of political campaigns, culminating in his role as National Communications Director for President Obama's successful reelection bid in 2012. Colburn holds a BA in Government and a Masters in Public Policy from the College of William and Mary, and was a Fellow in Residence at Harvard's Institute of Politics in the Fall of 2015.



Ms. Chiara de Cuia

Chiara De Cuia is a recent graduate of Georgetown University's Security Studies MA Program and is currently working as Special Assistant to the Dean of Georgetown's School of Foreign Service. Her previous work experience includes internships at the George C. Marshall European Center for Security Studies in Germany; the International Institute for Counter-Terrorism in Israel; the Modern War Institute; as well as teaching and research assistantships. Chiara's published works include research on the link between ungoverned territories and terrorism, using Boko Haram as a case study and the analysis of limits and potential of a multilateral approach to counterinsurgency.



Dr. Antulio Echevarria

Dr. Antulio Echevarria has been the Editor of the US Army War College Quarterly *Parameters* since February 2013. Prior to that, he was the Director of Research for the US Army War College. Dr. Echevarria is the author of *Military Strategy: A Very Short Introduction* (Oxford, 2017); *Reconsidering the American Way of War* (Georgetown, 2014); *Clausewitz and Contemporary War* (Oxford, 2007); *Imagining Future War* (Praeger Securities International, 2007); and *After Clausewitz* (University Press of Kansas, 2001). He has also published extensively in scholarly and professional journals on topics related to military history and theory and strategic thinking. Dr. Echevarria is a graduate of the US Military Academy, the US Army Command and General Staff College, and the US Army War College, and was a Visiting Research Fellow at Oxford University. He holds MA and PhD degrees in history from Princeton University, and is currently working on a book on the American way of thinking about war for Cambridge University Press.





Dr. Jai Galliot

Dr. Jai Galliot leads the Values in Defence & Security Technology Group within the University of New South Wales at the Australian Defence Force Academy and is also Visiting Fellow at the University of Oxford. As a former Royal Australian Navy officer and Australian Army Research Fellow, Galliot's recent books include *Military Robots: Mapping the Moral Landscape* (2015), *Ethics and the Future of Spying: Technology, National Security and Intelligence Collection* (2016), *Super Soldiers: The Ethical, Legal and Social Implications* (2016), *Commercial Space Exploration: Ethics Policy and Governance* (2016), and *Force Short of War in Modern Conflict: Jus ad Vim* (2018). Galliot is currently working a \$1 million project for the US Department of Defense on the soldier's tolerance for autonomous systems, and is particularly interested in examining the origins of security challenges in the tensions between the moral, legal, political, technical, and strategic needs of the relevant stakeholders, as well as reconciling some of these tensions by devising and deploying analytical frameworks grounded in applied social sciences to inform public debate on emerging military technologies and, innovatively, offer value-sensitive guidance to civilian and military policymakers and technical designers.



Dr. Erik Gartzke

Erik Gartzke is Professor of Political Science and Director of the Center for Peace and Security Studies (cPASS) at the University of California, San Diego, where he has been a member of the research faculty since 2007. Previous permanent faculty positions include Columbia University in the City of New York (2000-2007) and the Pennsylvania State University (1997-2000). He has held temporary positions at Dartmouth University, the Ecole des Affaires Internationales (Sciences Po), the Naval Postgraduate School, UC Santa Barbara, and the University of Essex. Dr. Gartzke received a PhD in Political Science from the University of Iowa in 1997. Professor Gartzke's research focuses on war, peace, and international institutions. His interests include nuclear security, the liberal peace, alliances, uncertainty and war, deterrence theory, and the evolving technological nature of interstate conflict. He has written on cyberwar, trade and conflict, and the effects of economic development, system structure, and climate change on war. Dr. Gartzke's research has been published in numerous academic journals and edited volumes.





Dr. Dan Gettinger

Dan Gettinger has a BA from Bard College. He is the founder and co-director of the Center for the Study of the Drone at Bard College, co-founder of the Drone Research Network, and an Expert at the Forum on the Arms Trade. He is the author of "The Drone Databook" (forthcoming), "Summary of Drone Spending in the FY 2019 Defense Budget Request," "Public Safety Drones: An Update," and co-author of "The Drone Primer: A Compendium of the Key Issues."



Brigadier General Steve Gilland

Brig. Gen. Steve Gilland is the 77th Commandant of the US Corps of Cadets at the US Military Academy at West Point. He was commissioned from West Point in 1990. As an Infantry officer, Brig. Gen. Gilland has served in a variety of tactical assignment in Air Assault, Mechanized Infantry, Armor, Ranger, and Special Operations units. He has served in the 24th Infantry Division (Mechanized), 2nd Infantry Division (Mechanized), 75th Ranger Regiment, United States Army Special Operations Command, the 1st Cavalry Division, and the 101st Airborne Division (Air Assault). He has commanded at multiple levels throughout his career and participated in numerous operational deployments to the Middle East, Africa, and Afghanistan. He holds a master's degree in Military Operational Art and Science from the Air Force Command and Staff College. Prior to his arrival to the United States Military Academy, Brig. Gen. Gilland served as the Deputy Commanding General of Operations for the 101st and deployed to Iraq in support of Operation Inherent Resolve.



Ms. Andrea Goldstein

Andrea N. Goldstein is an intelligence officer in the US Navy Reserve and chief executive officer of Service to School. Her military assignments include expeditionary and special operations missions. As a reservist, she currently serves as a military gender advisor in NATO, and focuses on gender as part of military strategy and operations. She has published widely, with bylines in the *New York Times*, *Task & Purpose*, *Proceedings*, Fletcher Forum of World Affairs, *War Horse*, *Business Insider*, and reports with the Center for a New American Security, Joint Special Operations University, and *International Feminist Journal of Politics*. She has two book chapters forthcoming in 2019. She is a Pat Tillman Scholar and holds a Master of Arts in Law and Diplomacy from the Fletcher School at Tufts University, and a bachelor's degree in History and Classics from the University of Chicago.





Dr. Bruce Gudmundsson

Bruce Ivar Gudmundsson studies military innovation, the way that armies adapt to radical change in their environments. The author of several books on this subject, he is currently working on a series of articles about the use of decision games (both factual and fanciful) in military education. The first of these, "The Education of the Enlightened Soldier," was published, in the *Marine Corps University Journal*, in the spring of this year. Having taught at the Marine Corps University, the Army War College, Oxford University, and the Royal Military Academy at Sandhurst, Dr. Gudmundsson is, at present, teaching a course, called "Cases from Clausewitz," for the Yale Alumni College.



Dr. Frank Hoffman

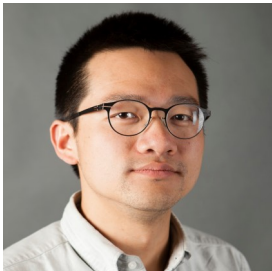
Dr. Frank Hoffman is a Distinguished Research Fellow at the National Defense University in Washington, DC. His research portfolio includes US grand strategy, defense strategy, defense economics, future conflict, and military innovation. He is a retired US Marine infantry officer and former Pentagon program and budget analyst. As a national security scholar and policy practitioner he has served in the Department of Defense for over 40 years including political appointments in the Clinton and Obama Administrations. He was selected to the Senior Executive Service in 2009. He serves on the Board of Advisors of the Foreign Policy Research Institute, as Book Review Editor of *Joint Force Quarterly*, as a Contributing Editor at *War on the Rocks*, and as a Senior Associate Fellow of the Royal United Services Institute. His latest book, *Mars Adapting, Military Change during Wartime*, is forthcoming with Naval Institute Press. Dr. Hoffman graduated from the Wharton School at the University of Pennsylvania (BS Econ.) in 1978, and holds graduate degrees with honors from George Mason University and the Naval War College. He earned his PhD in War Studies from King's College, London.





Dr. Michael Horowitz

Michael C. Horowitz is a professor of political science and the associate director of Perry World House at the University of Pennsylvania. He recently received the 2017 Karl Deutsch Award from the International Studies Association, presented annually to a scholar under age forty who is judged to have made the most significant contribution to the study of international relations and peace research. Professor Horowitz is the co-author of the book, *Why Leaders Fight*, and author of the award-winning book, *The Diffusion of Military Power: Causes and Consequences for International Politics*. His research interests include technology and global politics, military innovation, the role of leaders in international politics, and forecasting. He has published in a wide array of peer-reviewed journals, as well as more popular outlets such as the *New York Times* and *Politico*. Professor Horowitz previously worked for the Office of the Undersecretary of Defense for Policy in the Department of Defense. He is affiliated with the Foreign Policy Research Institute, the Center for Strategic and International Studies, and the Center for a New American Security. He is also a Term Member of the Council on Foreign Relations. He has held fellowships at the Weatherhead Center, Olin Institute, and Belfer Center at Harvard, where he received his PhD in Government. Professor Horowitz received his BA in political science from Emory University.



Dr. Tim Hwang

Tim Hwang is Director of the Harvard-MIT Ethics and Governance of AI Initiative, a research program working to ensure that machine learning and autonomous technologies are researched, developed, and deployed in the public interest. Previously, he was at Google, where he was the company's global public policy lead on artificial intelligence, leading outreach to government and civil society on issues surrounding the social impact of the technology. His current research focuses on developing responses to the threat of disinformation campaigns online, and the geopolitical aspects of computational power and machine learning hardware. Dubbed “The Busiest Man on the Internet” by *Forbes* magazine, his work has appeared in the *New York Times*, the *Washington Post*, *Wired*, the *Atlantic*, and the *Wall Street Journal*. He is on Twitter @timhwang.





General (ret.) Charles H. Jacoby, Jr.

Gen. (ret) Charles H. Jacoby, Jr. is the Senior Vice Chairman for Capitol Peak Asset Management Company. He also serves as the Distinguished Chair of the Modern War Institute. After thirty-seven years of commissioned military service, Jacoby retired as the Commander of the North American Aerospace Defense Command and United States Northern Command, the first non-aviator to hold that post. His military education includes the Infantry Basic and Advanced courses, the Command and General Staff College, the School of Advanced Military Studies, and the National War College. He holds a master's degree in History from the University of Michigan. His command experience includes Commander, A Company, 2nd Battalion (Airborne), 325th Infantry, 82nd Airborne Division, Fort Bragg, North Carolina and Operation URGENT FURY, Grenada; Commander, 1st Battalion, 504th Parachute Infantry Regiment, 82nd Airborne Division, Fort Bragg, North Carolina; Commander, Joint Task Force-Bravo, United States Southern Command, Honduras and Operation FUERTE APOYO (Strong Support), Hurricane Mitch; and Commanding General, United States Army Alaska and Deputy Commander, United States Alaskan Command; Commanding General, I Corps, including a combat tour in Iraq serving as the Commanding General, Multi-National Corps-Iraq. He most recently completed his tour as Director, Strategic Plans and Policy (J5).



Dr. David Johnson

Dave Johnson is a principal researcher at the RAND Corporation, an adjunct professor at Georgetown University, and an adjunct scholar at the Modern War Institute at West Point. Dave served for twenty-four years in the US Army, in the Infantry, Quartermaster Corps, and Field Artillery branches, retiring as a colonel in 1997. He has a PhD in history from Duke University, an MS from the National Defense University, an MMAS from the US Army Command and General Staff College, and a BA from Trinity University. Dave is the author of numerous books, articles, and reports including: *Fast Tanks and Heavy Bombers: Innovation in the U.S. Army, 1917-1945*; "Hard Fighting: Israel in Lebanon and Gaza"; and "Doing What You Know: The United States and 250 Years of Irregular War." Dave is a member of the Council on Foreign Relations and the International Institute for Strategic Studies and member of the National Board of the United States Field Artillery Association.





Dr. Mary Kaldor

Mary Kaldor is a Professor in the Department of International Development and Director of the Civil Society and Human Security Research Unit at the London School of Economics and Political Science (LSE). Prior to this she worked at Sussex University as Jean Monnet Reader in Contemporary European Studies. She is highly regarded for her innovative work on democratization, conflict, and globalization. She was also a founding member of European Nuclear Disarmament (END), a founder and Co-Chair of the Helsinki Citizen's Assembly and a member of the International Independent Commission to investigate the Kosovo Crisis established by the Swedish Prime Minister. Professor Kaldor is the author of *New and Old Wars: Organized Violence in a Global Era* (2nd ed. 2006), which is now in its second edition and has been translated into twelve languages. She has also authored numerous other books, including *Global Civil Society: An Answer to War* (2003) and *Human Security: Reflections on Globalization and Intervention* (2007). She is also editor and co-author of the annual Global Civil Society Yearbook. At the request of Javier Solana, she was the Convener of the Study Group on European Security Capabilities, which produced the influential Barcelona report, "A Human Security Doctrine for Europe." Professor Kaldor's work was recognized with the receipt of Commander of the British Empire (CBE) in 2003 for "services to democracy and global governance."



Ms. Elsa Kania

Elsa B. Kania is an Adjunct Fellow with the Technology and National Security Program at the Center for a New American Security (CNAS). Her research on Chinese military innovation in emerging technologies contributes to the Artificial Intelligence and Global Security Initiative at CNAS, where she also acts as a member of the research team for the Task Force on Artificial Intelligence and National Security. Elsa has been invited to testify before the House Permanent Select Committee on Intelligence and the US-China Economic and Security Review Commission. She is an independent analyst, consultant, and co-founder of the China Cyber and Intelligence Studies Institute. Elsa supports the China Aerospace Studies Institute through its Associates Program, and she acts as a policy advisor for the nonprofit Technology for Global Security. Elsa was a 2018 Fulbright Specialist at and is a Non-Resident Fellow with the Australian Strategic Policy Institute's International Cyber Policy Centre. She has been named an official "Mad Scientist" by the US Army's Training and Doctrine Command. Currently, Elsa is a PhD student in Harvard University's Department of Government, and she is also a graduate of Harvard College.





Mr. Michael Kofman

Mr. Michael Kofman is Director of the Russia Studies Program at CNA Corporation and a Fellow at the Kennan Institute, Woodrow Wilson International Center in Washington, DC. At CNA Mr. Kofman specializes in the Russian armed forces and security issues in the former Soviet Union. He also serves as Senior Editor for War on the Rocks, and is a Non-Resident Fellow at the Modern War Institute at West Point. Previously he served at National Defense University as a Program Manager and subject matter expert, advising senior military and government officials on issues in Russia/Eurasia. He has published numerous articles on security issues in Russia/Eurasia, along with analyses for the US government. Mr. Kofman holds an MA in International Security from the Edmund A. Walsh School of Foreign Service, Georgetown University and a BA in Political Science from Northeastern University.



Dr. Nina Kollars

Dr. Nina Kollars is Associate Professor in the Strategic and Operational Research Department at the Naval War College. She is a core member of the War College's newly established Cyber and Innovation Policy Institute. She is also Non-Resident fellow at the Modern War Institute at West Point and an editorial board member for the *Special Operations Journal*. Her research interests are on cyber security and military innovation. She has published in numerous magazines and journals to include: "The Rise of Smart Machines: The Unique Peril of Intelligent Software Agents in Defense and Intelligence" in *Palgrave Handbook of Security, Risk and Intelligence*; "SOFWERX™'s Return on Collision: Measuring Open Collaborative Innovation" in *Special Operations Journal*; and Beyond the Cyber Leviathan: White Hats and U.S. Cyber Defense," in *War on the Rocks*. She is currently working on a book manuscript on the contribution of white hat hackers to national security. She holds an MA from George Washington University and a PhD from The Ohio State University, and is a Stave and Thief Certified Bourbon Steward.





Dr. Rita Konaev

Dr. Margarita Konaev is a Non-Resident Fellow at the Modern War Institute at West Point. Her research examines the impact of population growth and urbanization on the changing character and conduct of armed conflict, as well as the consequences for civilians living in cities at war. From a regional standpoint, her work focuses on the Middle East, Russia, and Eurasia. Dr. Konaev's research has been published by *Conflict Management and Peace Science* and the *Journal of Global Security Studies* and her writing on urban warfare and armed conflict has appeared in a variety of policy outlets, including the *Bulletin of the Atomic Scientists*, *War on the Rocks*, Foreign Policy Research Institute, and *Lawfare*. Previously, she was a post-doctoral fellow in the Center for Strategic Studies at the Fletcher School of Law and Diplomacy and at the University of Pennsylvania's Perry World House. Dr. Konaev holds a PhD in Political Science from the University of Notre Dame, an MA in Conflict Resolution from Georgetown University, and a BA from Brandeis University.



Lieutenant Colonel Chris Korpela

Lt. Col. Chris Korpela is an Associate Professor serving as the Director of the Robotics Research Center at West Point. His previous military assignments include: Tank Platoon Leader, Scout Platoon Leader, Troop Executive Officer, Squadron Adjutant, and Squadron Assistant Operations Officer in 1st Squadron, 3rd Armored Cavalry Regiment. During a brief break in service, he worked in the civilian sector as a hardware engineer for National Semiconductor Corporation. He deployed as the Headquarters Commander for the 439th Engineer Battalion (USAR) while attached to 2nd Brigade, 82nd Airborne Division in Baghdad, Iraq, in support of Operation Iraqi Freedom. In 2010, he served as the 2nd Infantry Division Network Engineer at Camp Red Cloud, South Korea. In 2015, he deployed with the 82nd Airborne Division in support of Operation Inherent Resolve, Baghdad, Iraq. In 2018, he deployed as a Senior Planner, CJ5, Headquarters, Operation Resolute Support, Kabul, Afghanistan. Lt. Col. Korpela is a graduate of the Armor Officer Basic Course, Engineer Captains Career Course, Command and General Staff College, US Army War College, Ranger School, Airborne School, and Air Assault School. His research interests include robotics, aerial manipulation, and embedded systems.





Dr. Ron Krebs

Dr. Ronald R. Krebs is Beverly and Richard Fink Professor in the Liberal Arts and Professor of Political Science at the University of Minnesota. He is the author most recently of *Narrative and the Making of US National Security* (Cambridge University Press, 2015), which won the 2016 Robert L. Jervis and Paul W. Schroeder Best Book Award in International History and Politics and the 2016 Giovanni Sartori Book Award, for the best book developing or applying qualitative methods, from the American Political Science Association. Dr. Krebs is co-editor of the forthcoming *Oxford Handbook of Grand Strategy*, co-editor of “Rhetoric & Grand Strategy,” a special issue of *Security Studies* (2015), co-editor of *In War's Wake: International Conflict and the Fate of Liberal Democracy* (Cambridge University Press, 2010), and author of *Fighting for Rights: Military Service and the Politics of Citizenship* (Cornell University Press, 2006). His writings on a wide range of subjects in global affairs and international security have appeared in both scholarly and general-interest journals, magazines, and websites—including *Foreign Affairs*, *Lawfare*, *The National Interest*, the *Washington Post*, and *Slate* (for a complete list, see his website). Ron Krebs has been named a Fulbright Senior Scholar to Israel (2012), as well as Scholar of the College of Liberal Arts (2017-2020) and a McKnight Land-Grant Professor (2006-2008) at the University of Minnesota. He currently sits on the editorial boards of *Security Studies* and the *Journal of Global Security Studies*.



Lieutenant Junior Grade Richard Kuzma

Richard Kuzma is a Surface Warfare Officer passionate about how DoD adapts to emerging technologies, particularly artificial intelligence. While at the Defense Innovation Unit (DIU), he led data creation on one of the world's largest satellite imagery datasets for AI. He also headed DIU's initial foray in the tactical power and operational energy space and established the “Cambridge Mafia,” a program to leverage dozens of active and reserve military officers at Harvard and MIT to contribute to DIU's mission. Richard is a graduate of the Harvard Kennedy School and is an Associate with the Technology and Public Purpose Project there. His thesis focused on how DoD should structurally change to implement AI and he is curating a machine learning self-study program as a Defense Entrepreneurs Forum Firestarter Fellow. He has written for *War on the Rocks* and the Center for International Maritime Security.





Colonel (ret.) Steven Leonard

Steve Leonard joined the Kansas University School of Business as the Director of the graduate program in Business and Organizational Leadership following a twenty-eight-year career in the US Army. He is a former senior military strategist and the creative force behind the defense microblog, Doctrine Man!! A career writer and speaker with a passion for developing and mentoring the next generation of thought leaders, he is a Non-Resident Fellow at the Modern War Institute at West Point; the co-founder of the national security blog, Divergent Options, and the podcast, The Smell of Victory; co-founder and board member of the Military Writers Guild; and a member of the editorial review board of the Arthur D. Simons Center's Interagency Journal. Published extensively, his writing focuses on issues of foreign policy, national security, strategy and planning, leadership and leader development, and, occasionally, fiction. An alumnus of the School of Advanced Military Studies, he led the interagency team that authored the US Army's first stability operations doctrine, spearheaded the reintroduction of operational art into capstone doctrine, and wrote the guiding principles for the Army Design Methodology. He is the author of five books, numerous professional articles, countless blog posts, and is a prolific military cartoonist.



Mr. Andrew Liptak

Andrew Liptak is a writer and historian from Vermont. He is the Weekend Editor for *The Verge*, and his work has appeared in *Armchair General Magazine*, *Clarkesworld Magazine*, *io9*, *Kirkus Reviews*, *Lightspeed Magazine*, *Seven Days*, *Tor.com*, *VentureBeat*, and other publications. His first short story, "Fragmented," appeared in *Galaxy's Edge Magazine* in May 2014 (reprinted at *The Art of Future War Project* in 2015). In 2014, he published his first anthology (co-edited with Jaym Gates), *War Stories: New Military Science Fiction*, which you can buy it from Apex Publications, Amazon and Barnes & Noble. He graduated in 2007 from Norwich University with a bachelor's degree in History and in 2009 with a master's degree in Military History, is a 2014 attendee of the Launch Pad Astronomy Workshop, and was named an official "Mad Scientist" for the US Army's Training and Doctrine Command. He is a member of the Society of Professional Journalists. He is the founder of Geek Mountain State, the Vermont SF Writer's Series, and the Green Mountain Squad, the Vermont chapter of the 501st Legion. He's the Public Relations Officer for the New England Garrison, and regularly suits up as a Phase 1 Clone Trooper, First Order Trooper, Shoretrooper, and Stormtrooper.





Mr. Mike Lyons

Mike Lyons graduated from the United States Military Academy in 1983 with a degree in General Engineering and was commissioned a Second Lieutenant in the Field Artillery. His first duty station was at Fort Knox, Kentucky, where he was assigned to a battery within a separate Armored Brigade of 18th Airborne Corps. He held positions at both the battery and battalion level; he was the battalion S-2 (Intelligence officer) responsible for the battalion receiving the highest mark on a rigorous nuclear capability certification inspection. He command A Battery, 3rd Battalion, 17th Field Artillery in Operation Desert Shield/Desert Storm with the VII Corps Artillery/2nd Armored Cavalry Regiment, and was awarded a Bronze Star and three Southwest Asia campaign stars. Following his combat tour, he was selected to be the Aide de Camp for the Deputy Commanding General of the US Army VII Corps and the Deputy Chief of Staff for Operations, Allied Forces Central Europe. He holds a Masters of Business Administration degree from the Stern School of Business, New York University, with majors in Finance and Accounting. Currently, he is an established contributor to the CBS Radio News Network and their affiliates, as well as CBS News as an On-Air Military Commentator, providing analysis on military and national security issues, and producing segments for broadcast on military tactics and strategy with regard to the deployment of US military forces worldwide. He provides analysis for the CBS News program “Up to the Minute,” and has also appeared on CCTV America, Al Jazeera America, Fox News, i24 Network, and *Wall Street Journal* online.



Dr. Jahara Matisek

Jahara “Franky” Matisek is an active duty officer in the US Air Force, currently serving as an Assistant Professor in the Department of Military and Strategic Studies at the US Air Force Academy. He is a former C-17 Pilot with over 2,000 hours of flight time, to include 5 air medals and a combat action medal, and was a T-6 Instructor Pilot at the prestigious Euro-NATO Joint Jet Pilot program. Franky has a BS from the United States Air Force Academy, an MPA from the University of Oklahoma, an MS from Troy University, and a Graduate Certificate in African Studies alongside a PhD in Political Science from Northwestern University. His current research explores the impact of technology on future warfare, security force assistance, hybrid warfare, and the way weak states create effective militaries. He is a contributing editor at *Over the Horizon: Multi-Domain Operations & Strategy* and has published in the *Journal of Strategic Studies*, *Defense & Security Analysis*, *Small Wars Journal*, *Civil Wars*, *The Strategy Bridge*, *The National Interest*, and many other outlets on the topic of strategy and warfare.





Major Daniel Maurer

Dan Maurer is an active duty Judge Advocate and 2018-19 Non-Resident Fellow at MWI. He is a former combat engineer officer, with service in Iraq during Operations Iraqi Freedom and New Dawn, as well as in Italy, Africa, and varied stateside assignments. He was the first military or civilian lawyer to be selected as a Strategy Fellow for the Army Chief of Staff's Strategic Studies Group, and has served as a prosecutor, appellate counsel, chief of military justice for a large Midwestern installation, and chief of operational law for an Army Service Component Command/Theater Army. Dan is the author of *Crisis, Agency, and Law in US Civil-Military Relations* (Palgrave Macmillan, 2017); *Clash of the Trinities: a New Theoretical Analysis of the General Nature of War* (US Army War College, Strategic Studies Institute Press, 2017); a chapter about civil-military relations theory in *Strategy Strikes Back: How Star Wars Explains Modern Military Conflict* (Potomac Books, 2018); and several peer-reviewed law review articles about military justice, mediation, and civil-mil relations. He has published widely at *Small Wars Journal*, *Lawfare*, *Military Review*, and the *Modern War Institute*. Dan has guest lectured at the Royal United Services Institute in London and at the United States Military Academy. He earned his law degree from The Ohio State University, where he received the Dressler Award for excellence in criminal law, and served as the Executive Editor of the *Ohio State Journal of Criminal Law*. Dan earned his LLM from the Army's JAG School (recipient of the award for best thesis), and his BA from James Madison University, where he was an Army ROTC Distinguished Military Graduate and the top-ranked cadet.



Dr. Oriana Mastro

Oriana Skylar Mastro is an assistant professor of security studies at the Edmund A. Walsh School of Foreign Service at Georgetown University where her research addresses critical questions at the intersection of interstate conflict (in particular military strategy and operations), great power relations, and the challenges of rising powers—with a focus on China and East Asian security. This year, she is a Jeane Kirkpatrick Scholar at the American Enterprise Institute (AEI) where she is working on a book about China's approach to global leadership. Dr. Mastro also continues to serve as an officer in the United States Air Force Reserve, for which she works as a Senior China Analyst at the Pentagon. For her contributions to US strategy in Asia she won the Individual Reservist of the Year Award in 2016. She is the author of the forthcoming Cornell University Press book, *The Costs of Conversation: Obstacles to Talks in Wartime*. She holds a BA in East Asian Studies from Stanford University and an MA and PhD in Politics from Princeton University. Her research and commentary can be found at www.orianaskylarmastro.com or on twitter @osmastro.





Mr. Albert Mauroni

Mr. Al Mauroni is the Director of the US Air Force Center for Strategic Deterrence Studies at Air University, Maxwell Air Force Base, Alabama. He has more than thirty years' experience in Department of Defense counter-WMD policy and program development. In his current position, he oversees the development and execution of Air Force education, research, and outreach initiatives relating to counter-WMD and nuclear deterrence operations. Over his career, he has worked counter-WMD issues for the US Air Force, US Army, Defense Threat Reduction Agency, and Joint Chiefs of Staff. Mr. Mauroni served as a US Army chemical officer for seven years before leaving active duty in 1992. He holds a master's degree in administration from Central Michigan University and a bachelor's degree in chemistry from Carnegie-Mellon University. He is the author of eight books and numerous journal articles. His latest book is *Countering WMD: Assessing the U.S. Government's Policy* (Rowman-Littlefield, 2016).



Mr. David Patrikarakos

David Patrikarakos is the author of *Nuclear Iran: the Birth of an Atomic State* and *War in 140 Characters*. He is a contributing editor at the *Daily Beast*, and a contributing writer at *Politico*. He has written for the *New York Times*, *Financial Times*, *Wall Street Journal*, and many other publications. He lives in London.





Dr. William Reno

Professor Reno's research, teaching, service and community engagements focus on understanding the causes of political violence, comparisons of political violence in Africa with political violence elsewhere, the organization and behavior of insurgent groups, the politics of authoritarian regimes, and the politics of security force assistance. He collects data through field research, and his analytical method includes the comparison of case studies, chosen to maximize controls of particular variables in efforts to identify strong causal links. Blending an observational approach from the traditions of area studies with qualitative analytical models in the field of comparative politics, he participates in a conversation with anthropology and sociology about how to conduct ethical and analytically rewarding research in politically unstable environments. His current projects include field research in Iraq, Somalia, and Mali. Reno also participates in broad analytical debates about the nature of corruption and coercion and their roles in the development of political institutions and the changing nature of contemporary insurgencies. He is the author of *Corruption and State Politics in Sierra Leone*, (Cambridge University Press, 1995), *Warlord Politics and African States*, (Lynne Rienner Publishers, 1998), and *Warfare in Independent Africa*, (Cambridge University Press, 2011). He also contributes instructional material, most recently "Hybrid Warfare: The End of Conventional Wars in the Twenty-First Century?" in Ryan Burke, Michael Fowler, and Kevin McCaskey, eds., *Military Strategy, Joint Operations, and Airpower* (Georgetown University Press, 2018). He and MWI Non-Resident Fellow Jahara Matisek wrote "A New Era of Insurgent Recruitment: Have 'New' Civil Wars Changed the Dynamic?" in *Civil Wars* (2018).



Major General Mick Ryan

Maj. Gen. Mick Ryan, AM (@Warinthefuture) is the Commander of the Australian Defence College. Throughout his military career, he has commanded Australia's first reconstruction task force in Afghanistan in 2006, and the 1st Brigade, the Australian Army's oldest and most operationally experienced combat formation, in 2014. He holds a Bachelor's degree from the University of New England, and is a distinguished graduate of the US Marine Corps School of Advanced Warfighting and John Hopkins University. With a deep experience in the fields of strategy, leadership, and inter-agency and joint warfare, he is currently leading an Australian Defence Force-wide reform of professional military education. A noted writer, Maj. Gen. Ryan is a member of the Military Writers Guild and is a contributor to several books on the Profession of Arms, including *Strategy Strikes Back: How Star Wars Explains Modern Military Conflict* (Potomac Books, 2018).

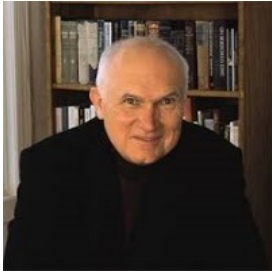




Mr. David Sanger

David Sanger is a national security correspondent for the *New York Times* and one of the newspaper's senior writers. He has received numerous awards for coverage of the presidency and national security policy. He also teaches national security policy at Harvard's Kennedy School of Government. *Confront and Conceal: Obama's Secret Wars and Surprising Use of American Power* (Random House 2012) is an account of how President Barack Obama dealt with foreign policy and national security challenges during his first term in office. It is a follow-up to his bestseller *The Inheritance: The World Obama Confronts and the Challenges to American Power* (Harmony, 2009), which explored the national security challenges that faced the new American president when he first took office. From 1999 until 2006, Mr. Sanger was White House correspondent for the *New York Times* covering one of the most tumultuous eras in American national security policy, from 9/11 through the wars in Afghanistan and Iraq. Twice in his twenty-seven-year career at the *Times*, Mr. Sanger has been a member of teams that won the Pulitzer Prize, first for the investigation into the causes of the Challenger disaster in 1986, and later for investigations into the struggles within the Clinton administration over controlling technology exports to China. He has also won the Weintal Prize for diplomatic reporting for his coverage of the Iraq and Korea crises, the Aldo Beckman prize for coverage of the presidency, and, in two separate years, the Merriman Smith Memorial Award for coverage of national security issues. Mr. Sanger has specialized in coverage of nuclear proliferation. *Nuclear Jihad*, the documentary that Mr. Sanger reported for Discovery/Times Television, won the 2007 DuPont Award for its explanation of the workings of the A.Q. Khan nuclear proliferation network. The documentary was based on a series of investigative articles that Mr. Sanger co-authored with William Broad; that series was a finalist for the Pulitzer Prize. Mr. Sanger has reported from New York, Washington, and Tokyo, where he was bureau chief in the early 1990s. He returned to Washington in 1994 as chief economic correspondent. In all of those roles, he has covered a wide variety of issues surrounding foreign policy, globalization, nuclear proliferation, and Asian affairs, and was appointed chief Washington correspondent in 2006. Mr. Sanger graduated from Harvard College in 1982. He appears frequently on both public television and news shows, and is a member of the Council on Foreign Relations and the Aspen Strategy Group.





Major General (ret.) Bob Scales

Maj. Gen. (ret) Dr. Robert Scales has been senior military analyst for the BBC, NPR, and Fox News Network and is currently under contract for NBC Universal. He is the president of Colgen, Inc., a consulting firm specializing in issues relating to land power, war gaming and strategic leadership. For thirty years, he served in the Army in several capacities, including commanding two units in Vietnam as well as serving in Germany and Korea in command and staff positions. Scales is an esteemed author who was the only serving officer to have written books subsequently selected for inclusion in the official reading lists for the Army, the Marine Corps, and the Navy. He retired from military service as a major general after serving as a commandant of the United States Army War College. Following his service, he created the Army After Next program, which was the Army's first attempt to build a strategic game and operational concept for future land warfare. Maj. Gen. Scales graduated from West Point and earned a PhD in History from Duke University.



Mr. Paul Scharre

Paul Scharre is a Senior Fellow and Director of the Technology and National Security Program at the Center for a New American Security. He is author of *Army of None: Autonomous Weapons and the Future of War*. From 2008 to 2013, Mr. Scharre worked in the Office of the Secretary of Defense (OSD) where he played a leading role in establishing policies on unmanned and autonomous systems and emerging weapons technologies. Mr. Scharre led the DoD working group that drafted DoD Directive 3000.09, establishing the Department's policies on autonomy in weapon systems. Mr. Scharre was involved in the drafting of policy guidance in the 2012 Defense Strategic Guidance, 2010 Quadrennial Defense Review, and Secretary-level planning guidance. Prior to joining OSD, Mr. Scharre served as an infantryman, sniper, and reconnaissance team leader in the Army's 75th Ranger Regiment and completed multiple tours to Iraq and Afghanistan.



Mr. Nicholas Schmidle

Nicholas Schmidle is a staff writer with the *New Yorker*, where he's written about a Russian arms dealer, an Italian book forger, former national security adviser Michael Flynn, and many other subjects involving the military, national security, and transnational crime. He is also the author of *To Live or to Perish Forever: Two Tumultuous Years in Pakistan*. Currently, he is writing a book about commercial space travel.





Dr. Jacquelyn Schneider

Jacquelyn G. Schneider is an Assistant Professor at the US Naval War College and a core faculty member of the Center for Cyber Conflict Studies. Her research focuses on the intersection of technology, national security, and political psychology with a special interest in cyber, unmanned technologies, and Northeast Asia. Her work has appeared in print in the *Journal of Conflict Resolution*, *Strategic Studies Quarterly*, and forthcoming at *Security Studies*, as well as online at *Foreign Affairs*, *CFR*, *Cipher Brief*, *War on the Rocks*, the *Washington Post*, *Bulletin of the Atomic Scientists*, the *National Interest*, and the Center for a New American Security. Jacquelyn is an active member of the defense policy community with adjunct positions at the Center for a New American Security and previously at the RAND Corporation. Before beginning her academic career, she spent six years as an Air Force officer in South Korea and Japan and is currently a reservist assigned to US Cyber Command. She has a BA from Columbia University, an MA from Arizona State University, and a PhD from George Washington University.



Dr. Christopher Sims

Christopher Sims is a sociologist specializing in the cultural dimensions of warfighting and civil-military relations. His book on the Human Terrain System has been circulated around the British Army as a recommended text of the Royal Military Academy Sandhurst library. His work has been published in various journals including in print and online with *Foreign Affairs*. A passionate educator, he is the course author of “The Social Sciences and US Foreign Policy” and “Urban Warfare: Theory and Practice,” which examine the application of the social sciences at the strategic and operational levels of war. Between 2018 and 2019 he is a Non-Resident Fellow with the Modern War Institute at West Point. Christopher holds a BSc (hons.) in the natural sciences from Imperial College London and an MA and PhD in the social sciences from King’s College London.



Mr. Andrew Sollinger

Andrew Sollinger is *Foreign Policy*’s Publisher. He joined *FP* in March 2018 to oversee all revenue-generating efforts through subscriptions, sponsorships, advertising, events, podcasts and new ventures. Most recently at *Business Insider* as EVP – Subscriptions, he previously ran the business side of *Politico*’s *Capital New York* acquisition (now Politico New York), was Managing Director – Americas at the *Financial Times*, and helped build and sell the digital startup Money Media to *FT*. He started his media career as a journalist at *Institutional Investor*, and was based in New York, London, and Hong Kong. He has extensive experience in management, product development, digital and subscription sales, research, and strategy.





Major (ret.) John Spencer

Maj. (ret) John W. Spencer currently serves as the Chair of Urban Warfare Studies with the Modern War Institute and Co-Director of the Urban Warfare Project. He served over twenty-five years in the Army as an infantry soldier to include two combat deployments to Iraq as both an Infantry Platoon Leader and Company Commander. Prior to his retirement, Maj. Spencer served as the Strategic Planner and then Deputy Director of the Modern War Institute where he was instrumental in the design and formation of the institute. His writing has appeared in the *New York Times*, *USA Today*, the *Wall Street Journal*, the *Washington Post*, the *LA Times*, *NY Daily News*, *WIRED* magazine, *Politico*, *The Hill*, *Foreign Policy* magazine, *Defense One*, *ARMY* magazine, and many other publications.



Mr. Jonathan Tepperman

Jonathan Tepperman is the Editor-in-Chief of *Foreign Policy* magazine. His previous jobs include Managing Editor of *Foreign Affairs*, Deputy Editor of the international edition of *Newsweek*, and speechwriter to US Ambassador Morris B. Abram. He is the author of *The Fix: How Nations Survive and Thrive in a World in Decline* (2016) and the co-editor of the books *The U.S. vs. al Qaeda* (2011), *Iran and the Bomb* (2012), and *The Clash of Ideas* (2012). Tepperman has written for a long list of publications, including *Foreign Policy*, *Foreign Affairs*, the *New York Times*, the *Washington Post*, the *Wall Street Journal*, the *Atlantic*, and others. He has interviewed more than a dozen world leaders, including Syria's Bashar al-Assad. Tepperman studied English Literature at Yale and has law degrees from Oxford University and New York University. He is vice chairman of the Halifax International Security Forum, a member of the Council on Foreign Relations, and a fellow of the New York Institute of Humanities.





Mr. Clint Watts

Clint Watts is a Distinguished Research Fellow at the Foreign Policy Research Institute, a Senior Fellow at the Center For Cyber and Homeland Security at the George Washington University, and a Non-Resident Fellow at the Alliance for Securing Democracy. He is also a national security contributor for NBC News and MSNBC. His research and writing focuses on terrorism, counterterrorism, social media influence, and Russian disinformation. Clint's tracking of terrorist foreign fighters produced predictions of the Islamic State overtaking al Qaeda in 2014. From 2014 to 2016, Clint led a team of researchers who tracked and modeled the rise of Russian influence operations via social media leading up to the US presidential election of 2016. This research led Clint to testify before four different Senate committees in 2017 and 2018 regarding Russia's information warfare campaign against the United States and the West. Clint's writing has appeared in a range of publications to include the *New York Times*, the *Washington Post*, *Foreign Affairs*, *Foreign Policy*, the *Daily Beast*, *Politico*, *Lawfare*, *War On The Rocks*, and the *Huffington Post*. He is the author of *Messing With The Enemy: Surviving in a Social Media World of Hackers, Terrorists, Russians and Fake News*. Before becoming a consultant, Clint served as a US Army infantry officer, an FBI Special Agent, the Executive Officer of the Combating Terrorism Center at West Point, a consultant to the FBI's Counterterrorism Division and National Security Branch, and an analyst on a range of counterterrorism programs supporting the US Intelligence Community and US Special Operations Command.



Lieutenant General Darryl A. Williams

Lt. Gen. Darryl A. Williams is a native of Alexandria, Virginia. He graduated from the United States Military Academy, West Point, in 1983 and was commissioned a Second Lieutenant in the US Army. A career field artillery officer, Lt. Gen. Williams most recently served as the Commander, NATO Allied Land Command, in Izmir, Turkey. Lt. Gen. Williams has served in key leadership positions at the tactical, operational, and strategic levels to include Battery Commander deployed in support of OPERATION DESERT SHIELD/DESERT STORM; Commander, Division Artillery, 1st Armored Division and Fire and Effects Coordinator, 1st Armored Division deployed in support of OPERATION IRAQI FREEDOM; and Deputy Director for Soldier Comprehensive Fitness, Department of the Army G3/5/7. He assumed duties as the 60th Superintendent of the United States Military Academy in July 2018.





Mr. Ali Wyne

Ali Wyne is a policy analyst in the RAND Corporation's Defense and Political Sciences Department, a Nonresident Senior Fellow at the Atlantic Council's Scowcroft Center for Strategy and Security, and a Non-Resident Fellow at the Modern War Institute. Since January 2015 he has been the rapporteur for a National Intelligence Council working group that convenes government officials and political scientists to analyze trends in world order. Ali served as a junior fellow at the Carnegie Endowment for International Peace from 2008 to 2009 and as a research assistant at the Belfer Center for Science and International Affairs from 2009 to 2012. From January to July 2013 he worked on a team that prepared Samantha Power for her confirmation hearing to be US ambassador to the United Nations. From 2014 to 2015 he served on RAND's adjunct staff, working with the late Richard Solomon on its "Strategic Rethink" series. Ali received dual degrees in Management Science and Political Science from the Massachusetts Institute of Technology (2008) and earned his Master in Public Policy from the Harvard Kennedy School (2017), where he was a course assistant to Joseph Nye. While at the Kennedy School he served on a Hillary for America working group on US policy towards Asia. Ali is a coauthor of *Lee Kuan Yew: The Grand Master's Insights on China, the United States, and the World* (2013) and a contributing author to *Power Relations in the Twenty-First Century: Mapping a Multipolar World?* (2017) and the *Routledge Handbook of Public Diplomacy* (2008).





Dr. Amy Zalman

Amy Zalman is a global security futurist who helps leaders and organizations explore the implications of future trends and prepare their organizations for transformative change. She founded the Strategic Narrative Institute in 2016 after over a decade of hands-on experience successfully accelerating change in public, private, and nonprofit organizations to keep them on the vanguard of emerging global realities. Her work as a global security futurist began with her own firm, Oryx Communications, in 2005. The boutique consultancy developed new cultural media products for US defense clients, and provided expertise on cultural and global trends that helped congressional leaders, diplomats, and military leaders and soldiers from the United States and allied nations better understand the geopolitical and technological trends impacting foreign affairs. As a new markets strategist and a senior researcher at Leidos, a Washington DC-based science and technology firm from 2007 to 2012, Amy cultivated new products and markets that leveraged sentiment analysis technology and in-house analytic capabilities. As the CEO and President of the World Future Society from 2014 to 2016, she led the transformation of the world's first and largest membership organization for futurists from a publishing model to a facilitated ecosystem to meet the demands of a digitalized and globalized membership, positioning it for global impact and new fundraising opportunities. Amy is a part-time professor of Strategic Foresight in the Department of Culture, Communication & Technology at Georgetown University in Washington, DC. She is also a member of the Board of Visitors of the US Air Force Air University, a Board Director of the Council on Emerging National Security Affairs, and a professional member of the Association of Professional Futurists. She has also served on the faculties of New York University, Cornell University, and the New School University in New York. Amy holds a PhD in Middle Eastern Studies from New York University, a Masters Degree of Fine Arts from Cornell University, a Bachelors Degree from Columbia University and an honorary Master's Degree from the National War College. She has been a Fulbright scholar in Jordan, and a research fellow at the EastWest Institute.





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