



Dealing with Today's Asymmetric Threat

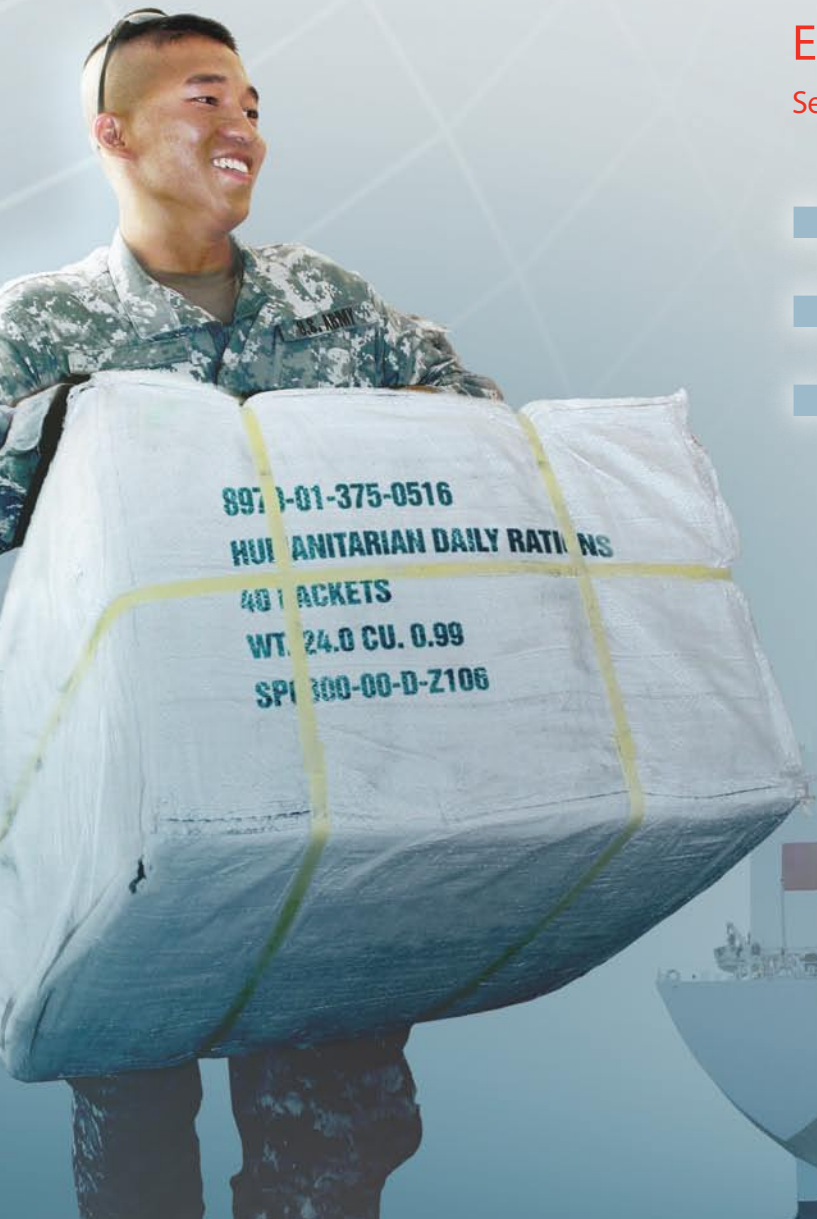
Enhancing and Applying Soft Power

Second in a Series of Symposia

- The threat: ***real***
- The enemy: ***tenacious***
- The mission: ***to create an integrated national strategy to combat global asymmetric threats***

October 21, 2008

Fort Myer
Arlington, VA



Keynote Speakers

Ambassador Brian E. Carlson

United States Department of State

Ambassador Brian E. Carlson is an experienced public diplomacy specialist and a Career Foreign Service Officer. He serves the State Department as senior liaison with the Department of Defense for strategic communication under the direction of the Under Secretary of State for Public Diplomacy and Public Affairs. Amb Carlson has been a Foreign Service Officer for 36 years, including serving as the Ambassador to the Republic of Latvia 2001-2005. Other postings abroad took him to Spain, England, Norway, Bulgaria, Yugoslavia and Venezuela. Before going to Riga, and while managing worldwide operations for the Under Secretary of State, Ambassador Carlson co-produced President Clinton's November 2000 "White House Conference on Culture and Diplomacy." He has advanced nine overseas trips for U.S. presidents and managed press operations for international events. During his years in Madrid, Amb Carlson helped found the U.S.-Spain Council and developed a \$4 million scholarship fund to send young Spaniards to American universities. In London, during the first Gulf war, he helped establish ties to emigre Arab newspapers to support U.S. policy. As the Soviet Union collapsed in 1991, Amb Carlson managed the opening of new U.S. public diplomacy operations in Eastern Europe, Russia and the newly former-USSR states. Since returning to Washington in 2005, Ambassador Carlson has led inspection teams for the Inspector General of the Department of State and the Broadcasting Board of Governors in the Middle East and Washington. He lectures on strategic communication and public diplomacy at the National Foreign Affairs Training Center and before public and civic groups. His Washington assignments include directing the State Department press office and managing public diplomacy programs in Eastern and Western Europe.



Secretary John F. Lehman

Former Secretary of the United States Navy

John Lehman is Chairman of J.F. Lehman & Company, a private equity investment firm. He is Chairman of Hawaii Superferry, Inc., Chairman of Atlantic Marine, Inc., and a director of Ball Corporation and Insurance Services Office, Inc. Dr. Lehman was formerly an investment banker with PaineWebber Inc. Prior to joining PaineWebber, he served for six years as Secretary of the Navy. He was President of Abington Corporation between 1977 and 1981. He has served as a staff member to Dr. Henry Kissinger on the National Security Council; as a delegate to the Force Reductions Negotiations in Vienna; and as Deputy Director of the U.S. Arms Control and Disarmament Agency. Since 9/11, Dr. Lehman has also served as a member of the National Commission on Terrorist Attacks Upon the United States. Dr. Lehman holds a B.S. from St. Joseph's University, a B.A. and M.A. from Cambridge University and a Ph.D. from the University of Pennsylvania. He is currently a Fellow of Gonville and Caius College, Cambridge University. He served 25 years in the Naval Reserve.



Admiral James M. Loy, USCG (Ret)

Former Commandant of the U.S. Coast Guard

In 2005, Admiral James Loy completed a 45-year career in public service, retiring as Deputy Secretary of Homeland Security, where he was involved in consolidating 22 separate Agencies into one unified Cabinet Department, as well as managing the day-to-day activities of the agency. Prior to the establishment of the Department of Homeland Security in 2002, Adm Loy served in the Department of Transportation as Deputy Under Secretary for Security and Chief Operating Officer of the Transportation Security Administration (TSA), and later as Under Secretary for Security. He retired from the U.S. Coast Guard in 2002, serving as its Commandant since May 1998. As head of the 90,000 person organization, he restored readiness through workforce development and modernized the Coast Guard's fleet of ships and aircraft. Prior to becoming Commandant, Adm Loy served as Coast Guard Chief of Staff from 1996 to 1998. From 1994 to 1996 he was Commander of the Coast Guard's Atlantic Area, supervising U.S. forces during the mass Haitian and Cuban migrations of 1994, and leading Coast Guard forces during Operation Restore Democracy. Adm Loy served tours aboard six Coast Guard cutters, including command of a patrol boat in combat during the Vietnam War and command of major cutters in the Atlantic and Pacific Oceans.



Agenda

- 0700 – 0800 Registration, Coffee and Pastries
- 0800 – 0830 **Welcome and Introductions:**
MGEN Thomas Wilkerson, USMC (Ret), U.S. Naval Institute
Dr. J. P. London, CACI
- 0830 – 0930 Keynote:
Amb. Brian E. Carlson
- 0930 – 0950 Break
- 0950 – 1130 Panel:
Understanding the Efficacy of Soft Power
- 1130 – 1230 Lunch:
Fort McNair Officers Club
- 1230 – 1330 Keynote:
Secy. John Lehman
- 1330 – 1510 Panel:
Integrating and Applying the Instruments of Soft Power
- 1510 – 1530 Break
- 1530 – 1630 Keynote:
ADM James Loy, USCG (Ret)
- 1630 – 1710 **Next Administration Perspectives on Soft Power**
- 1710 – 1730 Wrap-Up and Way Forward

Dr. J.P. (Jack) London

Executive Chairman, CACI International Inc

Dr. J.P. (Jack) London is Executive Chairman and Chairman of the Board of CACI International Inc, having served as CACI's President and Chief Executive Officer for 23 years. Dr. London was one of the first IT leaders to see the need for solutions to help our country combat the asymmetric threat of our nation's enemies. In an address to the Northern Virginia Technology Council in February 2002, he emphasized the need for the aggressive use of IT to deliver operational dominance on the battlefield and national security at home. Under Dr. London's leadership, CACI has grown from a small consulting firm into a \$2.4B worldwide professional services and information technology company. Today, CACI is a leader in delivering integrated intelligence and security solutions for the Intelligence Community and the Armed Forces, protecting our warfighters and securing our nation.



Dr. Kori Schake

Principal Deputy Director, Secretary of State's Office of Policy Planning

Dr. Schake has served as research fellow at the Hoover Institution and as Distinguished Professor of International Security Studies at the United States Military Academy at West Point, N.Y. During President George W. Bush's first term, she was the Director for Defense Strategy and Requirements on the National Security Council, and was responsible for advising on defense issues, including the Secretary of Defense's annual review of the defense program and the President's annual meeting with the Combatant Commanders; developing presidential policy initiatives; and orchestrating interagency coordination for long-term defense planning. Dr. Schake contributed to the global posture review that helped realign U.S. military forces worldwide and recruit and retain coalition partners for operations in Afghanistan and Iraq.



The Honorable David M. Stone

Rear Admiral, USN (Ret), Former Asst Secretary, TSA

The Honorable David M. Stone is currently the President and CEO of The Alacrity Homeland Group — a homeland security and critical infrastructure protection advisory firm. He serves on various Boards, and is the Vice Chairman of the Board of the Ocean Security Initiative (OSI) — a non-profit organization focusing on building global public and private partnerships in the Maritime domain.



■ Understanding the Efficacy of Soft Power

Understanding the efficacy of soft power begins with enumerating its instruments, each with unique potential, reach, impact and specificity. These instruments may be employed unilaterally, in tandem or collectively at tactical, operational, or strategic levels within a framework established by an Integrated National Asymmetric Threat Strategy. Critical to their efficacy is an overarching vision of implementation for optimized cohesion, impact, and sustainability. In achieving a visionary soft power implementation we are not starting from scratch: government agencies have strong self-images of their historic roles and responsibilities.

Moderator: MGen Thomas L. Wilkerson, USMC (Ret)

Chief Executive Officer of the United States Naval Institute (USNI)

Major General Wilkerson is the Chief Executive Officer of the Naval Institute, one of the oldest professional military associations in the United States. Prior to joining USNI, MGen Wilkerson was the Executive Vice-President of a publishing house focusing on first responder training. From 1998 to 2001 he was President/CEO of a subsidiary to a Fortune 250 financial services firm. Following 9/11, he began advising corporations on homeland security, counter-terrorism, and defense transformation. After graduating from the U.S. Naval Academy in 1967, MGen Wilkerson spent 31 years in the Marine Corps. He began his career as a Marine Aviator and rose to the rank of Major General. His last assignment was as Commander, Marine Forces Reserve, the largest command in the Marine Corps.



Panelists



COL Stephen T. Ganyard

USMC (Ret); Deputy Assistant Secretary Plans, Programs and Operations Political-Military Affairs for the State Department

Steve Ganyard is responsible for the Office of Plans, Policy and Analysis, the Office of Weapons Removal and Abatement, and the Office of International Security Operations. He is responsible for global political-military programs, strategic political-military planning, peacekeeping operations, and cross-cutting political-military policy issues. Previously, Col Ganyard served as the Chief of Staff and Military Advisor to the Counselor of the Department of State. Col Ganyard is a former combat-decorated, career Marine Corps officer.



COL Randy Larsen

USAF (Ret); Director of The Institute for Homeland Security; National Security Advisor at the Center for Biosecurity, UPMC

Randy Larsen is the former Chairman of the Department of Military Strategy and Operations at the National War College. Since 9/11, he has been a frequent expert witness for the U.S. Congress testifying before various committees and was one of the first witnesses to testify before the 9/11 Commission. He recently published *Our Own Worst Enemy* and is the co-host of *Homeland Security: Inside and Out*, a weekly one-hour radio show. Col Larsen served for 32 years in both the Army and Air Force, including 400 combat missions in Vietnam.



Dr. Linton Wells, II

Distinguished Research Fellow Force Transformation Chair, National Defense University

Prior to NDU, Dr. Wells was the Principal Deputy Assistant Secretary of Defense (Networks and Information Integration), assuming these duties after serving as the Acting Assistant Secretary and DoD Chief Information Officer. In 26 years of naval service, Dr. Wells served on a variety of surface ships, including command of a destroyer squadron and guided missile destroyer. In addition, he acquired a wide range of experience in operations analysis; Pacific, Indian Ocean and Middle East affairs; C3I; and special access program oversight.



Jonathan Winer

Senior Vice President for APCO Worldwide; Former Deputy Assistant Secretary of State for International Law Enforcement

Jonathan Winer is the Senior Vice President in APCO Worldwide's Washington, D.C., office where he provides strategic advice to clients on financial services regulation, foreign investment and trade, money laundering, national security and sanctions. He is the former United States Deputy Assistant Secretary of State for International Law Enforcement, and has served for 10 years as chief counsel and principal legislative assistant to United States Senator John F. Kerry and conducted the investigation of the Bank of Credit and Commerce International.

■ Integrating and Applying the Instruments of Soft Power

Integrating and applying the instruments of soft power begins by focusing on the “how to” of achieving optimal effect through structural, policy, and resource realignments that optimize the United States’ ability to integrate, apply, and sustain soft power capabilities against asymmetric threats. Implementation strategies encompassing sustainable resourcing, prioritization, and governance options that produce long-term enhancements are at the heart of the process of marshaling, integrating, and applying soft power projected by Government, private sector, non-federal public sector and international institutions.

Moderator: Dr. Warren Phillips

CACI Board of Directors; CEO/COB Advanced Blast Protection; Professor Emeritus, University of Maryland

Dr. Warren R. Phillips is a member of the Board of Directors of CACI International Inc. He is currently the financial manager for the Albanian-Macedonian-Bulgarian Oil Pipeline Corporation, a \$1.5B crude oil pipeline developer; and Chairman and CEO of Advanced Blast Protection, Inc., which supports specialized armored vehicles for military, law enforcement, and civilian use. Dr. Phillips is Professor Emeritus of Government and Politics at the University of Maryland.



Panelists



BG E. Scott Castle

USAR (Ret); Deputy General Counsel (Fiscal), Office of the Department of Defense General Counsel

Scott Castle oversees federal appropriations legal advice and services throughout DoD. He previously served as Acting Principal Deputy General Counsel of the Army and as the General Counsel for the Coalition Provisional Authority in Baghdad, responsible for drafting Iraqi legal, governmental, and commercial reforms. Mr. Castle is a retired Brigadier General in the U.S. Army Reserve, after 24 years, including two command positions. He received the Secretary of Defense Distinguished Civilian Service Medal, the highest award authorized for civilian employees of the Department of Defense.



BG Russell Howard

USA (Ret); Faculty Associate, Mansfield Center, University of Montana

Russell Howard was the Founding Director of the Jebson Center for Counter-Terrorism Studies at The Fletcher School, Tufts University. Prior to assuming his responsibilities at Tufts, BG Howard was the Head of the Department of Social Sciences and the Founding Director of the Combating Terrorism Center at West Point. His previous positions include Deputy Department Head of the Department of Social Sciences, Army Chief of Staff Fellow at the Center for International Affairs at Harvard University, and Commander of the 1st Special Forces Group (Airborne) at Fort Lewis, Washington.



RADM David Rutstein

MD, MPH, USPS; Assistant Surgeon General Chief Medical Officer, USPHS; Director, Office of Force Readiness and Deployment

Dr. Rutstein is the Director of the Office of Force Readiness and Deployment in the Office of the Surgeon General, overseeing training, rostering, and response activities of the U.S. Public Health Service Commissioned Corps, including responses to public health emergencies and international and domestic humanitarian needs. RADM Rutstein also serves as Senior Advisor to both the Assistant Secretary for Health and the U.S. Surgeon General on preparedness and response activities. He is also the Chief Medical Officer of the U.S. Public Health Service.



Charles J. Skuba

Chief of Staff, Market Access and Compliance International Trade Association, Department of Commerce

Charles Skuba serves as Chief of Staff for Market Access and Compliance in the International Trade Administration. Previously, he was Director of Public Affairs in the Office of the Under Secretary of Commerce for International Trade, and the Director of Strategic Planning for Caribbean and Central American Action. He has wide experience in international marketing with major U.S. businesses across multiple business sectors including apparel, financial services, telecom, and high technology. Mr. Skuba is an Adjunct Professor of International Business at Georgetown University's McDonough School of Business.

Attendee Survey

General Information

Please complete, detach and turn in at the drop box.

Salutation/Rank: _____

First Name/MI (optional): _____

Last Name: _____

Title: _____

Organization: _____

E-mail address: _____

Primary contact phone number (optional): _____

Primary mailing address (optional): _____

Symposium

Please rate the following questions on a scale of 1 to 5; five being the highest value.

Did you find the subjects and panel discussions informative?

1 2 3 4 5

Comments: _____

How would you rate the morning session: Understanding the Efficacy of Soft Power

1 2 3 4 5

Comments: _____

How would you rate the afternoon session: Integrating and Applying the Instruments of Soft Power

1 2 3 4 5

Comments: _____

What other subjects would you have liked discussed?

Keynote Address:

Ambassador Brian E. Carlson

1 2 3 4 5

Comments: _____

Keynote Address:

Secretary John F. Lehman

1 2 3 4 5

Comments: _____

Keynote Address:

Admiral James M. Loy

1 2 3 4 5

Comments: _____

At the end of the day, did the symposium meet your expectations?

Yes No

Comments: _____

Going forward, what format would you like to see follow-on events take?

- Symposium-style with questions and answers, like this one.
- Workshop formats with more audience involvement.

What subject matter would you like addressed at follow-on events?

Was it too long or too busy?

- Yes
- No

Comments: _____

How many e-mail invitations did you receive?

- One
- Two
- More than two

Did you have any problems opening the invitation(s) or linking to the registration form?

- Yes
- No

Comments: _____

Additional Comments about the Symposia Series

Do you wish to remain on our contact list for future symposiums and workshops?

- Yes
- No

By which method of communication do you prefer we contact you about upcoming events?

- E-mail
- Postal service *(must complete address field above)*
- Telephone *(must complete telephone field above)*

Please submit names and e-mail addresses of peers and colleagues who you think would be interested in attending future Asymmetric Threat Symposia and events.

Thank you for taking the time to complete this after-action review. Our goal is to present the most sophisticated, professional, and authoritative forums about the seriousness of the threat facing our country and our national security, from which we will develop common and accepted strategies for countering those threats. Your opinions are extremely important to us, and we thank you for your participation in this symposium, and look forward to seeing you at the follow-on events.



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