



***Intelligence Reform and Counterterrorism after a Decade: Are We Smarter and Safer?
October 16 – 18, 2014
University of Texas at Austin***

THURSDAY, OCTOBER 16

Blanton Museum, UT Campus

4:00-5:00pm

Welcome Remarks and Discussion: Admiral William McRaven (ret.)



Admiral McRaven is the ninth commander of United States Special Operations Command (USSOCOM), headquartered at MacDill Air Force Base, Fla. USSOCOM ensures the readiness of joint special operations forces and, as directed, conducts operations worldwide. McRaven served from June 2008 to June 2011 as the 11th commander of Joint Special Operations Command (JSOC) headquartered at Fort Bragg, N.C. JSOC is charged to study special operations requirements and techniques, ensure interoperability and equipment standardization, plan and conduct special operations exercises and training, and develop joint special operations tactics. He served from June 2006 to March 2008 as commander, Special Operations Command Europe (SOCEUR). In addition to his duties as commander, SOCEUR, he was designated as the first director of the NATO Special Operations Forces Coordination Centre where he was charged with enhancing the capabilities and interoperability of all NATO Special Operations Forces. McRaven has commanded at every level within the special operations community, including assignments as deputy commanding general for Operations at JSOC; commodore of Naval Special Warfare Group One; commander of SEAL Team Three; task group commander in the U.S. Central Command area of responsibility; task unit commander during Desert Storm and Desert Shield; squadron commander at Naval Special Warfare Development Group; and SEAL platoon commander at Underwater Demolition Team 21/SEAL Team Four. His diverse staff and interagency experience includes assignments as the director for Strategic Planning in the Office of Combating Terrorism on the National Security Council Staff; assessment director at USSOCOM, on the staff of the Chief of Naval Operations, and the chief of staff at Naval Special Warfare Group One. McRaven's professional education includes assignment to the Naval Postgraduate School, where he helped establish, and was the first graduate from, the Special Operations/Low Intensity Conflict curriculum.

5:00-6:30pm

**Keynote Address “Ten Years of Intelligence Integration and Reform”:
James Clapper, Director of National Intelligence**



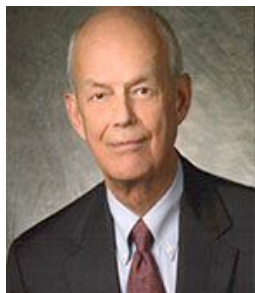
The Honorable James R. Clapper was sworn in as the fourth Director of National Intelligence (DNI) on August 9, 2010. As DNI, Mr. Clapper leads the United States Intelligence Community and serves as the principal intelligence advisor to the President. Mr. Clapper retired in 1995 after a distinguished career in the U.S. Armed Forces. His career began as a rifleman in the U.S. Marine Corps Reserve and culminated as a lieutenant general in the U.S. Air Force and Director of the Defense Intelligence Agency. His intelligence-related positions over his 32 years in uniform included Assistant Chief of Staff for Intelligence

at U.S. Air Force Headquarters during Operations Desert Shield/Desert Storm and Director of Intelligence for three war-fighting commands: U.S. Forces Korea, Pacific Command, and Strategic Air Command. Of note, he also served two combat tours during the Southeast Asia conflict and flew 73 combat support missions in EC-47s over Laos and Cambodia. Directly following his retirement, Mr. Clapper worked in industry for six years as an executive in three successive companies with his business focus being the Intelligence Community. Mr. Clapper also served as a consultant and advisor to Congress and to the Departments of Defense and Energy and as a member of a wide variety of government panels, boards, commissions, and advisory groups. He was a member of the Downing Assessment Task Force that investigated the Khobar Towers bombing in 1996, and was vice chairman of a commission chaired by former Governor Jim Gilmore of Virginia on the subject of homeland security. Mr. Clapper returned to the government in September 2001 as the first civilian director of the National Imagery and Mapping Agency (NIMA). He served as Director for five years transforming it into the National Geospatial-Intelligence Agency (NGA) as it is today. Prior to becoming the Director of National Intelligence, Mr. Clapper served for over three years in two Administrations as the Under Secretary of Defense for Intelligence, where he served as the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense on intelligence, counterintelligence, and security matters for the Department. In this capacity, he was also dual-hatted as the Director of Defense Intelligence for DNI. Mr. Clapper earned a bachelor's degree in government and politics from the University of Maryland, a master's degree in political science from St. Mary's University, San Antonio, Texas, and an honorary doctorate in strategic intelligence from the then Joint Military Intelligence College. His awards include three National Intelligence Distinguished Service Medals, two Defense Distinguished Service Medals, the Air Force Distinguished Service Medal, the Coast Guard's Distinguished Public Service Award, the Department of Defense Distinguished Civilian Service Award, and a host of other U.S. military and foreign government awards and decorations. He was named as one of the Top 100 Information Technology Executives by *Federal Computer Week* in 2001, and has been singled out by the NAACP in the form of its National Distinguished Service Award, and has been awarded the Presidentially-conferred National Security Medal.

FRIDAY, OCTOBER 17

8:45-9:00am

Opening Remarks: Admiral Bobby Inman (ret.), former National Security Agency Director



Admiral Inman graduated from the University of Texas at Austin in 1950, and from the National War College in 1972. He became an adjunct professor at the University of Texas at Austin in 1987. He was appointed as a tenured professor holding the Lyndon B. Johnson Centennial Chair in National Policy in August 2001. He served as Interim Dean of the LBJ School of Public Affairs from 1 January to 31 December 2005 and again from January 2009 to March 2010. Admiral Inman served in the U.S. Navy from November 1951 to July 1982, when he retired with the permanent rank of Admiral. While on active duty he served as Director of the National Security Agency and Deputy Director of Central Intelligence. After retirement from the Navy, he was Chairman and Chief Executive Officer of the Microelectronics and Computer Technology Corporation (MCC) in Austin, Texas for four years and Chairman, President and Chief Executive Officer of Westmark Systems, Inc., a privately owned electronics industry holding company for three years. Admiral Inman also served as Chairman of the Federal Reserve Bank of Dallas from 1987 through 1990. Admiral Inman's primary activity since 1990 has been investing in start-up technology companies, where he is a Managing Director of Gefinor Ventures and of Limestone Capital Advisors. He is a member of the Board of Directors of several privately held companies. He serves as a Trustee of the American Assembly and the California Institute of Technology. He is an elected Fellow of the National Academy of Public Administration.

9:00-10:30am

**Session 1: Office of the Director of National Intelligence:
The View from the Top**

Moderator: Michael Allen, Beacon Global Strategies Managing Director



Michael Allen joined Beacon Global Strategies LLC as a Managing Director in August 2013. From 2011-2013, Mr. Allen served as the Majority Staff Director of the House Permanent Select Committee on Intelligence (HPSCI). Under Chairman Mike Rogers' (R-MI) direction, the HPSCI restored the process of an annual intelligence authorization bill to fund and give direction to the seventeen elements of the intelligence community, enacting measures for fiscal years 2011, 2012, and 2013. The HPSCI also led the House of Representatives' consideration of cyber security legislation, passing the Cyber Information Sharing Protection Act (CISPA) with bipartisan majorities in 2012 and 2013. Prior to joining the HPSCI, he was director for the Bipartisan Policy Center's successor to the 9/11 Commission, the National Security Preparedness Group, co-chaired by former Congressman Lee Hamilton and former Governor Tom Kean. Previously, Mr. Allen served in the White House for seven years in a variety of national security policy and legislative roles. At the National Security Council (NSC), he served as Special Assistant to the President and Senior Director for Counter-proliferation Strategy from June 2007 to January 2009 under National Security Advisor Steve Hadley. As Senior Director, he contributed to the development of the U.S. government's policy on counter-proliferation issues, including on the Iranian, Syrian, and North Korean nuclear files; missile defense; civilian nuclear cooperation including the U.S.-India Civilian Nuclear Cooperation Agreement; U.S. exports controls; bio-defense; and WMD and terrorism. As the Special Assistant to the President and Senior Director for Legislative Affairs from March 2005 to June 2007, Mr. Allen was the NSC's chief liaison with the national security committees of Congress and led the confirmation teams of DNI nominees Negroponte and McConnell and CIA Director General Michael Hayden. From December 2001 to February 2005, Mr. Allen worked in the legislative affairs office of the White House's Homeland Security Council. As Special Assistant to the President for Legislative Affairs, Mr. Allen was part of team that managed the White House effort to enact the Intelligence Reform and Terrorism Prevention Act of 2004, which created the Office of the Director of National Intelligence. At the beginning of the Bush Administration, Mr. Allen worked in the Bureau of Legislative Affairs at the Department of State. Mr. Allen received his L.L.M. with distinction in International Law from the Georgetown University Law Center, his J.D. from the University of Alabama (cum laude), and his B.A. from Vanderbilt University. In addition to his work at the Bipartisan Policy Center, in 2009, Mr. Allen taught National Security Policymaking at the George Washington University Elliott School of International Affairs and served as an advisor for the congressionally created Commission on WMD and Terrorism co-chaired by Senators Bob Graham and Jim Talent. Mr. Allen was the Intelligence Team Lead for the Romney for President Transition Team.

Panelist: Vice Admiral Michael McConnell, former Security Agency Director



Mike McConnell is a Senior Executive Advisor and former Vice Chairman of Booz Allen Hamilton, where his primary roles included serving on the firm's Leadership Team and leading Booz Allen's cyber security business. After retiring from the Navy in 1996 as a Vice Admiral, Mr. McConnell joined Booz Allen, and led the development of the firm's Information Assurance business and the firm's Intelligence business focused on policy, transformation, homeland security, and intelligence analytics, rising to the position of senior vice president. Upon being asked by President George W. Bush in 2007 to become the second Director of National Intelligence (DNI), he left Booz Allen and served as the DNI for two years under Presidents Bush and Obama. As the DNI he managed the expansive national Intelligence Community – an organization of over 100,000 people, and an annual global enterprise budget of over

\$50B – and had extensive interactions with the White House, the President’s Cabinet, Congress, international leaders, and the US business community. He served as a member of the National Security Council and managed the US Intelligence Community's global engagement in support of US & allied national security objectives. As DNI, Mr. McConnell was successful in persuading the President and the Congress to invest over \$17B in improving cyber security defenses of the nation. In 2009, Mr. McConnell returned to Booz Allen as an executive vice president to lead the firm’s intelligence and cyber security business. In 2011 he was elevated to Vice Chairman of the firm. Mr. McConnell’s career has spanned over 40 years focused on international development and foreign intelligence issues. His 29-year career as a US Navy intelligence officer included significant assignments that impacted national security issues. During Desert Shield/Storm and the dissolution of the Soviet Union, Mr. McConnell served as the Intelligence Officer for the Chairman of the Joint Chiefs of Staff, General Colin Powell, and the Secretary of Defense, Dick Cheney. From 1992 to 1996 he served as the Director of the National Security Agency (DIRNSA) under Presidents George H.W. Bush and William J. Clinton. As DIRNSA, he led the agency during a critical period as it adapted to the multi-polar threats brought about by the end of the Cold War, providing global intelligence and information security services to the White House, Cabinet officials, Congress, and a broad array of military and civil intelligence customers. During the same period, he improved NSA’s cyber security capabilities and he served as a member of the Director of Central Intelligence’s senior national intelligence leadership team, which addressed major programmatic and substantive foreign intelligence. In addition to having been awarded many of the nation's highest military awards for meritorious service, Mr. McConnell has twice received the nation's highest award for service in the Intelligence Community, once by President Clinton and once by President George W. Bush. He has also served as the Chairman and CEO of the Intelligence and National Security Alliance (INSA). He is the 2011 recipient of INSA’s William Oliver Baker Award, which is awarded annually for sustained and excellent service in intelligence and national security. Mr. McConnell holds an M.P.A. degree from George Washington University, is a graduate of the National Defense University (Global Telecom), the National Defense Intelligence College (Strategic Intelligence), and holds a B.A. degree in Economics from Furman University. In addition to being a member of Phi Beta Kappa, Mr. McConnell has also been awarded three Honorary Doctorate degrees – the most recent from George Washington University in 2008.

Panelist: John Negroponte, former Director of National Intelligence



John D. Negroponte joined McLarty Associates as vice-chairman in 2009, following a distinguished career in diplomacy and national security. Ambassador Negroponte held government positions abroad and in Washington between 1960 and 1997 and again from 2001 to 2008. Since 2009, Ambassador Negroponte has also been the Brady Johnson Distinguished Fellow in Grand Strategy and Senior Lecturer in International Affairs at the Jackson Institute of Yale University, his alma mater. He has been ambassador to Honduras, Mexico, the Philippines, the United Nations, and Iraq. In Washington he served twice on the National Security Council staff, first as director for Vietnam in the Nixon Administration and then

as deputy national security advisor under President Reagan. He has also held a cabinet level position as the first director of national intelligence under President George W. Bush. His most recent position in government was as deputy secretary of state, where he served as the State Department’s chief operating officer. While in the private sector from 1997 to 2001, Ambassador Negroponte was executive vice president of the McGraw-Hill Companies, with responsibility for overseeing the company’s international activities. During those years he was also chairman of the French-American Foundation. Ambassador Negroponte serves as chairman of the Council of the Americas/Americas Society. He is also Co-Chairman of the U.S.-Philippines Society and a member of the Secretary of State's Foreign Affairs Policy Board. Since 2013, he has been Chairman of the Intelligence and National Security Alliance. Ambassador Negroponte has received numerous awards in recognition of his more than four decades of public service,

including the State Department's Distinguished Service Medal on two separate occasions, the highest award which can be conferred by the secretary of state, and on January 16, 2009, President Bush awarded Ambassador Negroponte the National Security Medal for his outstanding contributions to U.S. national security.

Panelist: David Shedd, Defense Intelligence Agency Director (Acting)



Mr. David R. Shedd was named Acting Director of the Defense Intelligence Agency in August 2014 following four years service as Deputy Director. As Acting Director he leads the Defense Intelligence Enterprise workforce comprised of more than 16,500 military and civilian employees worldwide. This workforce spans the Defense Intelligence Enterprise within the Department of Defense with an intelligence mission and/or function, plus all their stakeholders involved in creating, sustaining and enhancing mission capacity. Mr. Shedd previously served from May 2007 to August 2010 as the Director of National Intelligence (DNI) Deputy for Policy, Plans, and Requirements, where he was responsible for overseeing the formulation and implementation of major Intelligence Community (IC) policies across the full spectrum of issues, from information sharing and IC authorities to analytic

standards, among others. In particular, he led the review of Executive Order 12333, the foundational U.S. intelligence policy, which was revised by President George W. Bush in July 2008. Additionally, Mr. Shedd developed and implemented a National Intelligence Strategy, published in August 2009 for the IC and led all strategic planning efforts to determine future intelligence priorities for the Community and the Nation. From May 2005 to April 2007, Mr. Shedd served as Chief of Staff and, later, Acting Director of the Intelligence Staff to the Director of National Intelligence. Prior to the creation of the Office of the Director of National Intelligence, Mr. Shedd held intelligence policy positions at the National Security Council (NSC) from February 2001 to May 2005. He served as the NSC's Special Assistant to the President and Senior Director for Intelligence Programs and Reform. Mr. Shedd has been directly involved in the implementation of intelligence reform stemming from the 9/11 Commission report in July 2004, the Intelligence Reform and Terrorism Prevention Act of 2004, and the Weapons of Mass Destruction (WMD) Commission's report to the President in March 2005. From 1984 to 1993, Mr. Shedd was posted overseas in the U.S. Embassies in Costa Rica and Mexico. Mr. Shedd has also held a variety of senior management assignments at the Central Intelligence Agency, including Chief of Congressional Liaison. Mr. Shedd holds a B.A. degree from Geneva College in Beaver Falls, Pennsylvania and a M.A. degree from Georgetown University's School of Foreign Service in Latin American Studies. Mr. Shedd is married to Mrs. Lisa Ann Shedd. They are blessed to have two sons. David and his wife Megan live in Colorado and Jeremy resides in New York City.

10:45-12:15pm

**Session 2: Office of the Director of National Intelligence:
The View from Outside**

Moderator: Paul Pope, UT-Austin CIA Officer in Residence



James "Paul" Pope is the Central Intelligence Agency's Officer-in-Residence at the LBJ School of Public Affairs at the University of Texas-Austin. Mr. Pope is a Senior Executive in the National Clandestine Service (NCS). He recently served on the NCS's leadership team as Chief of the Tradecraft and Training Division, responsible for implementing and managing service-wide training, as well as for capturing "lessons learned," fostering tradecraft innovation and adapting the operating doctrine of the NCS to new technical challenges and mission imperatives. Under DNI Clapper, he established the office of the Assistant Director of National Intelligence for Partner Engagement and served as the

Acting ADNI for an extended period, after serving as Assistant Deputy Director of National Intelligence. Though much of the specifics of other recent assignments remain classified, Mr. Pope has had multiple foreign tours, managed large budgets and multidisciplinary and interagency work forces, and served as a Chief of Station. He has repeatedly served in senior coordinating roles with the National Security Council staff, in interagency fora, with senior foreign allies, and with international organizations. He was the Head of Delegation to NATO's Civilian Intelligence Committee, and for two years represented the DCIA and DNI to the Commander, US Pacific Command and his service and special operations component commands. Prior to joining the NCS, he served as Deputy National Intelligence Officer for the Near East and South Asia and led analytic units in CIA's Intelligence Directorate. Mr. Pope was awarded the National Intelligence Superior Service Medal, the National Intelligence Reform Medal, the NCS's Donovan Award for Excellence, and multiple exceptional performance awards. Prior to joining the CIA, Mr. Pope was a US Army officer, serving on the Army staff and twice commanding combat arms units at the company level, including the only active firebase in the Army on the Korean DMZ. Mr. Pope received his M.A. With Distinction from the Naval Postgraduate School and his BS from the United States Military Academy at West Point. He is a Distinguished Graduate of Command and General Staff College and a graduate of the National War College's CAPSTONE course. He retired from the US Army reserves as a Lieutenant Colonel.

Panelist: Stephen Cambone, former Under Secretary of Defense for Intelligence



Dr. Cambone is an independent consultant, drawing on his extensive experience in government and business, advises public and private sector leaders and managers in strategic plans and planning, operations, resource allocation and the use of technology to transform operations and business practices to increase capability and effectiveness, improve efficiency and achieve mission (public sector) or financial (private sector) objectives. He is the founder of Adirondack Advisors, LLC, and is an advisor to start up and early stage technology companies, public and private companies that service the national security market and non-profit organizations. He sits on the Proxy Board of MDA IS LLC and chairs its Government Security Committee. He is the Thomas W. Smith Senior Fellow at the Ryan Center, Villanova University and a member of the board of the Rumsfeld Foundation. From 2007-2012 he served in senior corporate positions for QinetiQ North America. As Senior and later Executive Vice President for Strategic Development his responsibilities included QNA's long-term strategic planning efforts, including mergers and acquisitions. As President of QNA's Mission Solutions Group (MSG), a \$500M business supporting federal civilian agencies and the Intelligence Community, he was responsible for the integration of a number of QNA acquisitions into a single business unit. During his tenure MSG was awarded the largest contract in QNA's history at \$1.8B to support NASA's Kennedy Space Center. Prior to joining QNA, Dr. Cambone served from 2001-2006 in the Department of Defense. During that time he was twice nominated by President Bush and confirmed by the US Senate for senior positions in DOD, including as the first Undersecretary of Defense for Intelligence. As a senior official in the Department of Defense, Dr. Cambone led the development of the Department's 2001 Quadrennial Defense Review (QDR), the DOD's premier strategic planning effort. In response to the guidance provided by the QDR he directed a review and revision of the Department's contingency plans for operations aboard and the military command structure, which resulted in part in the creation of Northern Command with responsibility for homeland defense. He also directed the analysis supporting significant initiatives in DOD's FY 2004 budget and its FY 2004-2009 future years defense plan to develop capabilities to complement the strategic direction provided by the QDR. Dr. Cambone completed his tenure at the Pentagon as the first Undersecretary of Defense for Intelligence, responsible for the oversight of DOD's intelligence policy, activities and budgets and its relationship with the Director of National Intelligence and the broader Intelligence Community. In recognition of his accomplishments while serving in DOD, Dr. Cambone was awarded the Department of Defense Distinguished Public Service Medal by the Secretary of Defense, and the National Intelligence Distinguished Service Medal by

the Director of National Intelligence. During the 1990s, he served as staff director for two congressionally mandated and highly influential commissions: one on ballistic missile threats to the US and the other on the organization and management of space assets by the US government. He was a Senior Fellow at the Center for Strategic and International Studies and Director of Research at the Institute for National Security Studies at the National Defense University. During this time Dr. Cambone published and presented widely in the United States and abroad on national security topics. Earlier in his career, Dr. Cambone served on the staff of the Director, Los Alamos National Laboratory, as a Deputy Group Director for a consulting firm in Washington, DC and as an office director in the DOD. He is a member of the advisory board of the Intelligence and National Security Alliance (INSA) and the board of the Armed Forces Communications and Electronics Association (AFCEA). He is a member of the Executive Committee of the Advisory Board of the Volgenau School of IT and Engineering at George Mason University. Dr. Cambone received his Ph.D. and Master's degrees in political science from Claremont Graduate School and his Bachelor's degree in political science from The Catholic University of America.

Panelist: Lt Gen Frank Kisner (ret.), former NATO Special Operations Commander



Frank Kisner retired from the United States Air Force in 2013 after 33 years of service to America. He is a graduate of the US Air Force Academy, US Army Command and General Staff Officers Course, and the US Naval War College. His last duty assignment as a Lieutenant General was as Commander, NATO Special Operations Headquarters, Mons, Belgium, where he led a multinational staff, representing 26 NATO and three non-NATO nations, acting as the primary point of direction and coordination for all NATO special operations-related activities in order to optimize employment of NATO special operations forces. During his career, he also commanded a Special Operations Squadron, a Special

Operations Group, a Special Operations Wing and an Airlift Wing, and Special Operations Command, Europe. He served on a Joint Special Operations Task Force during Operation Desert Storm, commanded a special operations squadron during Kosovo operations and conducted contingency operations in Africa. From September 2001 to January 2002, he was deputy commander Joint Special Operations Task Force-North (Task Force Dagger) in Operation Enduring Freedom. From December 2002 to May 2003, he commanded special operations air operations for Operations Enduring Freedom and Iraqi Freedom. From May 2008 until May 2009, he served as commander for forces in Operation Enduring Freedom Trans Sahara in Africa. A native of Nebraska, he “married into Texas” when he married Helen (Angelo) Babineau of Midland, and he and Helen now reside in Austin.

Panelist: Jim Langdon, former Chair of the President's Foreign Intelligence Advisory Board



Mr. Langdon is a member of the firm's strategic planning and management committees. A native of Texas, he currently divides his time between the firm's Washington, Texas and Moscow offices, advising Western multinational oil and gas companies. His previous representations include the governments and oil and gas enterprises of energy-producing nations. His practice encompasses the United States, Latin America, Europe and the former Soviet Union, including Central Asia. He is actively involved in the fields of privatization and international project finance and in dealings with international financial institutions. He participates in the major international and geopolitical energy questions of the day. He also is active in dealing with energy-related issues that come before the U.S. Congress. Earlier in his career, Mr. Langdon focused on energy regulatory issues before various administrative and regulatory bodies of the federal government, such as the departments of Energy, Interior and Treasury. Before joining Akin Gump in 1975, he participated in the process that led to the creation of the U.S. Department of Energy, serving as associate administrator for the Cost of Living Council's Petroleum Division,

director of the Office of Commercial Affairs for the Department of the Treasury, and associate administrator of price regulation development for the Federal Energy Administration.

Panelist: Steve Slick, former National Security Council Senior Director for Intelligence



Stephen B. Slick retired in 2014 after 28 years as a member of CIA's clandestine service. Between 2005 and 2009, Steve served as a special assistant to the president and the Senior Director for Intelligence Programs and Reform on the staff of the National Security Council. He was previously the Director for Intelligence Programs at the NSC. While serving at the White House, Steve participated in efforts to restructure and reform the intelligence community informed by recommendations of the commissions charged with investigating the 9/11 attacks and the flawed pre-war analysis of Iraq's unconventional weapons programs. These efforts included a series of executive orders on U.S. intelligence issued in August 2004, key provisions in the Intelligence Reform and Terrorism Prevention Act of 2004, the administration's responses to recommendations by the "WMD Commission", as well as significant amendments to Executive Order 12333 that were approved by President George W. Bush in 2008. Steve completed five overseas tours as a CIA operations officer and manager, including service from 2009 to 2013 as the chief of station and director of national intelligence's representative in a Middle Eastern capital. His assignments at CIA Headquarters included service as an executive assistant to the deputy director of central intelligence and leading CIA's operations in the Balkans. Steve received CIA's Medal of Merit, Commendation Medal and other awards. Prior to joining CIA, Steve was a litigation associate at the law firm of Rawle and Henderson in Philadelphia. Steve received a B.A. from the Pennsylvania State University, J.D. from the UCLA School of Law and Master in Public Policy from Princeton University's Woodrow Wilson School of Public and International Affairs. He resides with his wife, Laurie, in Great Falls, Virginia.

Afternoon sessions at the *AT&T Conference Center*

12:45-2:00pm

Luncheon and Keynote Conversation: Steve Hadley, former National Security Advisor



Stephen Hadley is a principal of RiceHadleyGates LLC, an international strategic consulting firm founded with Condoleezza Rice, Robert Gates, and Anja Manuel. RiceHadleyGates assists senior executives of major corporations in overcoming the challenges to doing business successfully in major emerging markets like China, India, Brazil, Turkey, and Indonesia. Mr. Hadley is also Board Chairman of the United States Institute of Peace (USIP). He has co-chaired a series of senior bipartisan working groups on topics such as Arab-Israeli peace, U.S. political strategy in Afghanistan and Pakistan, U.S./Turkey relations, and US policy on Iraq and Egypt. Mr. Hadley served for four years as the Assistant to the President for National Security Affairs from 2005 - 2009. In that capacity he was the principal White House foreign policy advisor to then President George W. Bush, directed the National Security Council staff, and ran the interagency national security policy development and execution process. From 2001 to 2005, Mr. Hadley was the Assistant to the President and Deputy National Security Advisor, serving under then National Security Advisor Condoleezza Rice. In addition to covering the full range of national security issues, Mr. Hadley had special responsibilities in several areas including a U.S./Russia political dialogue, the Israeli disengagement from Gaza, and developing a strategic relationship with India. From 1993 to 2001, Mr. Hadley was both a partner in the Washington D.C. law firm of Shea and Gardner (now part of Goodwin Procter) and a principal in The Scowcroft Group (a strategic consulting firm headed by former National Security Advisor Brent Scowcroft). In his law practice, Mr. Hadley was administrative partner of the firm. He represented a

range of corporate clients in transactional and international matters - including export controls, foreign investment in U.S. national security companies, and the national security responsibilities of U.S. information technology companies. In his consulting practice, Mr. Hadley represented U.S. corporate clients investing and doing business overseas. From 1989 to 1993, Mr. Hadley served as the assistant secretary of defense for international security policy under then Secretary of Defense Dick Cheney. Mr. Hadley represented the Defense Department on arms control and defense matters, including negotiations with the Soviet Union and then Russia, security issues involving NATO and Western Europe, and export and technology control matters. Prior to this position, Mr. Hadley alternated between government service and law practice with Shea & Gardner. He was counsel to the Tower Commission in 1987, as it investigated U.S. arms sales to Iran, and served on the National Security Council staff under President Ford from 1974 to 1977. During his professional career, Mr. Hadley has served on a number of corporate and advisory boards. He is currently the Chair of RAND's Center for Middle East Public Policy Advisory Board, chair of the Human Freedom Advisory Council of the George W. Bush Institute, a member of Yale University's Kissinger Papers Advisory Board, a member of the Executive Committee and Board of Directors of the Atlantic Council, a member of the Board of Managers of the John Hopkins University's Applied Physics Laboratory, and a member of the State Department's Foreign Affairs Policy Board. Other positions have included past service as a member of the Department of Defense Policy Board, member of the National Security Advisory Panel to the Director of Central Intelligence, and co-chair with former Secretary of Defense William Perry of the 2010 Quadrennial Defense Review Independent Panel. Mr. Hadley graduated magna cum laude and Phi Beta Kappa from Cornell University in 1969. In 1972, he received his J.D. degree from Yale Law School, where he was Note and Comment Editor of the Yale Law Journal. From 1972 to 1975 he served as an officer in the U.S. Navy.

2:15-3:45pm

Session 3: National Counterterrorism Center

Moderator: Robert Chesney, Strauss Center Director



Bobby Chesney is the Director of the Robert Strauss Center for International Security and Law as well as a Senior Fellow at the Clements Center for History, Strategy & Statecraft. Professor Chesney also serves as the Associate Dean for Academic Affairs at the UT School of Law, where he holds the Charles I. Francis Professorship and teaches courses including National Security Law, the History of U.S. Counterterrorism Law and Policy, and Constitutional Law. Professor Chesney's scholarship concerns the evolving legal architecture of U.S. national security institutions and policies, and includes articles concerning military detention, the use of lethal force, criminal prosecution in terrorism-related cases, and what some describe as the "Title 10/Title 50" debate. His current project is a book under contract with Oxford University Press, placing post-9/11 legal debates involving detention and lethal force into long-term historical context. In addition to his academic work, Professor Chesney for many years served as an advisor to the Intelligence Community through both the Intelligence Science Board and the Advanced Technology Board. He also served in the Justice Department in 2009 in connection with the Detention Policy Task Force, a body tasked by the president with examining the long-term legal and policy issues associated with the detention and trial of persons captured in combat or counterterrorism operations. Professor Chesney is a co-founder of the leading national security law blog (Lawfare), a non-resident Senior Fellow of the Brookings Institution, and a member of the American Law Institute. Professor Chesney is a magna cum laude graduate of both Texas Christian University and Harvard Law School. He clerked for the Honorable Lewis A. Kaplan of the United States District Court for the Southern District of New York and the Honorable Robert D. Sack of the United States Court of Appeals for the Second Circuit, and then practiced with the firm Davis Polk & Wardwell in New York (litigation). He began his academic career at Wake Forest University School of Law, receiving multiple

teaching awards. In 2008 he came to the University of Texas School of Law as a visiting professor, and then joined UT on a permanent basis in 2009. He is from San Antonio.

Panelist: Matt Olsen, former National Counterterrorism Center Director



Matt Olsen served as the Director of the National Counterterrorism Center from 2011 to 2014. Prior to joining NCTC, Olsen was the General Counsel for the National Security Agency. Olsen worked at the Department of Justice in a number of leadership positions. He served as an Associate Deputy Attorney General, responsible for national security and criminal cases. He also was Special Counselor to the Attorney General and Executive Director of the Guantanamo Review Task Force, where he led the review of individuals detained at Guantanamo. Olsen served as acting Assistant Attorney General for National Security and helped establish the National Security Division, where he supervised intelligence operations and oversight. From 1994 to 2006, Olsen served as a federal prosecutor in the U.S. Attorney's Office for the District of Columbia, prosecuting violent gang members, terrorists, and white-collar criminals. Olsen was Special Counsel to the Director of the Federal Bureau of Investigation from 2004 to 2005. He began his public service career as a trial attorney in the Civil Rights Division of the Department of Justice. Olsen graduated from Harvard Law School and the University of Virginia.

Panelist: Nick Rasmussen, Acting National Counterterrorism Center Director



Nicholas "Nick" Rasmussen became the National Counterterrorism Center's (NCTC) Acting Director in September 2014, after serving as NCTC's Deputy Director since June 2012. He served from October 2007 to June 2012 with the National Security Council staff as Special Assistant to the President and Senior Director for Counterterrorism, where he was responsible for providing staff support to the President, the National Security Advisor and Homeland Security Advisor on counterterrorism policy and strategy. Mr. Rasmussen served at NCTC from 2004-2007 in senior policy and planning positions responsible for producing net assessments of U.S. policy and strategy for the War on Terror for the NSC and the President. From 2001 to 2004 he served on the NSC as Director for Regional Affairs in the Office of Combating Terrorism where he focused on Middle East, Southeast Asia and related counterterrorism issues in the period after September 11, 2001. He joined the Department of State in 1991 as a Presidential Management Intern in the Bureau of Political-Military Affairs and for more than a decade served in a variety of key positions. Mr. Rasmussen was Special Assistant to the State Department's Special Middle East Coordinator, Ambassador Dennis Ross, from 1996-2001, providing support to the Arab-Israeli peace process. Mr. Rasmussen was a member of the U.S. peace team at the Wye River, Sheperdstown, and Camp David summits. From 1994-1996 he was a Special Assistant to Ambassador-at-Large Robert Gallucci, providing analysis of the negotiation and implementation of the U.S.-North Korea Agreed Framework. He worked as a foreign affairs analyst in the Bureau of Political-Military Affairs from 1991-1994 focusing on Persian Gulf security issues following Operation Desert Storm, including negotiation for U.S. forces' access and basing in Bahrain, Kuwait, Qatar, the United Arab Emirates, and Saudi Arabia. Mr. Rasmussen received a B.A. degree with high honors from the College of Social Studies at Wesleyan University and was awarded a Masters in Public and International Affairs from the Woodrow Wilson School at Princeton University. He is the recipient of numerous awards, including an International Affairs Fellowship by the Council on Foreign Relations, and has taught a course on U.S. counterterrorism policy at Georgetown University's School of Foreign Service.

Panelist: Juan Zarate, former Deputy National Security Advisor



Juan Zarate is a Senior Adviser at the Center for Strategic and International Studies (CSIS), the Senior National Security Analyst for CBS News, a Visiting Lecturer of Law at the Harvard Law School, and the Chairman and Co-Founder of the Financial Integrity Network. Mr. Zarate served as the Deputy Assistant to the President and Deputy National Security Advisor for Combating Terrorism from 2005 to 2009, and was the first ever Assistant Secretary of the Treasury for Terrorist Financing and Financial Crimes. Mr. Zarate is a former federal prosecutor who served on terrorism prosecution teams prior to 9/11, including the investigation of the USS Cole attack. Mr. Zarate sits on several boards, including for the Director of the National Counterterrorism Center (NCTC), HSBC's Financial Services Vulnerabilities Committee, the Coinbase Board of Advisors, and the Vatican's Financial Information Authority (AIF). He is the author of *Treasury's War: The Unleashing of a New Era of Financial Warfare* (2013), *Forging Democracy* (1994), and a variety of articles in *The New York Times*, *Washington Post*, *Wall St. Journal*, *LA Times*, the *Washington Quarterly* and other publications. Mr. Zarate has his own weekly national security program on CBSNews.com called "Flash Points." He is a graduate of both Harvard College and Harvard Law School.

4:00-5:30pm

Session 4: Jihadist Terrorism: Assessing the Present and Future Threat

Moderator: Paul D. Miller, Clements Center Associate Director



Paul D. Miller is the Associate Director of the Clements Center for History, Strategy & Statecraft at The University of Texas at Austin. Previously, he was political scientist in the National Security Research Division at the RAND Corporation. He served as Director for Afghanistan and Pakistan on the National Security Council staff from 2007 through September 2009. Prior to joining RAND, Miller was an assistant professor at the National Defense University in Washington, D.C., at which he developed and directed the College of International Security Affairs' South and Central Asia Program. He also worked as an analyst in the Central Intelligence Agency's Office of South Asian Analysis, and served in Afghanistan as a military intelligence analyst with the U.S. Army. Miller holds a Ph.D. in international relations and a B.A. in government from Georgetown University, and a master's in public policy from Harvard University. He is the author of *Armed State Building* (Cornell University Press, 2013), a study of the causes of success and failure in reconstruction and stabilization operations. His writing has appeared in *Foreign Affairs*, *The National Interest*, *Studies in Intelligence*, *Presidential Studies Quarterly*, and *Small Wars and Insurgencies*.

Panelist: Mary Habeck, former National Security Council Special Advisor



Mary Habeck is a Visiting Scholar at the American Enterprise Institute (AEI) and a Senior Fellow with the Foreign Policy Research Institute (FPRI). From 2005-2013 she was an Associate Professor in Strategic Studies at Johns Hopkins School of Advanced International Studies (SAIS), where she taught courses on military history and strategic thought. Before coming to SAIS, Dr. Habeck taught American and European military history in Yale's history department, 1994-2005. She received her PhD in history from Yale in 1996, an MA in international relations from Yale in 1989, and a BA in international studies, Russian, and Spanish from Ohio State in 1987. Dr. Habeck was appointed by President Bush to the Council on the Humanities at the National Endowment for the Humanities (2006-2013), and in 2008-2009 she was the Special Advisor for Strategic Planning on the National Security Council staff. In

addition to books and articles on doctrine, World War I, the Spanish Civil War, and al-Qa'ida, her publications include *Knowing the Enemy: Jihadist Ideology and the War on Terror* (Yale, 2005) and three forthcoming sequels, *Attacking America: Al-Qa'ida's Grand Strategy* (Basic, 2015), *Managing Savagery: Al-Qa'ida's Military and Political Strategies* (2016), and *Fighting the Enemy: The U.S. and its War against al-Qa'ida* (2017).

Panelist: Marcel Lettre, Principal Deputy Under Secretary of Defense for Intelligence



Marcel Lettre was nominated by President Obama as the Principal Deputy Under Secretary of Defense for Intelligence (PDUSDI) and unanimously confirmed by the United States Senate on October 31, 2013. As the PDUSDI, Secretary Lettre is the deputy to the principal intelligence advisor to the Secretary of Defense, Undersecretary Michael G. Vickers, who exercises authority, direction, and control on behalf of the Secretary of Defense over all intelligence organizations within the Department of Defense; is the program executive for the Military Intelligence Program; represents the Department on intelligence and sensitive operations to the Central Intelligence Agency, other elements of the Intelligence Community, and the National Security Council; and is dual-hatted as the DNI's Director of Defense Intelligence. From 2011-2013, Secretary Lettre served as a Special Assistant to Secretaries of Defense Chuck Hagel, Leon Panetta, and Bob Gates, serving as Deputy Chief of Staff to Secretary Panetta. Lettre also led both the Gates-Panetta and Panetta-Hagel transition teams. From 2009-2011, he served as Principal Deputy Assistant Secretary of Defense for Legislative Affairs. In these roles, he supported the Secretary of Defense on defense strategy and budget development, crisis management, cyber initiatives, sensitive intelligence and counterterrorism operational decisions, significant acquisition and R&D investments, and strategic nuclear and arms control matters. From 2005-2009, Mr. Lettre served as Senior Defense and Intelligence Advisor and then as Senior National Security Advisor to the U.S. Senate Majority Leader, handling all "Gang of Eight" intelligence matters for the Leader. In this role he shaped national security legislation and intelligence policy initiatives; supported securing passage of the annual defense and intelligence authorization bills, appropriations bills, and war supplementals; and handled Senate confirmation of senior defense and intelligence officials. From 2002-2005, Mr. Lettre served as a Professional Staff Member on the U.S. House of Representatives Permanent Select Committee on Intelligence. He supported the intelligence after-action reviews on the 9/11 terrorist attacks and on Iraqi weapons of mass destruction, and advised on the 2004 Intelligence Reform and Terrorism Prevention Act which created the Director of National Intelligence. Previously, Mr. Lettre served as an analyst for a global management consulting firm and in research roles including for the Carnegie Endowment for International Peace Nuclear Nonproliferation Project, the Harvard- Stanford Preventive Defense Project chaired by William J. Perry and Ashton B. Carter, and a Congressional commission examining the organization and efficacy of the U.S. government regarding intelligence and programs to counter WMD. Mr. Lettre is a member of the Council on Foreign Relations. He has a masters degree from Harvard's Kennedy School of Government and a bachelors from the University of the South, Sewanee, Tennessee. Mr. Lettre grew up in an Army family and is an outdoorsman and hiker, having once backpacked the full 2,100-mile length of the Appalachian Trail. Mr. Lettre is married with two daughters.

Panelist: John McLaughlin, former CIA Director (Acting)



John E. McLaughlin is the Distinguished Practitioner in Residence at the Johns Hopkins School of Advanced International Studies (SAIS). Mr. McLaughlin served as Acting Director of Central Intelligence from July to September 2004 and as Deputy Director of Central Intelligence from October 2000 to July 2004. He was a US Army Officer in the 1960s, with service in Vietnam. He is the recipient of numerous awards, including the National Security Medal and is a member of the Council on Foreign Relations. He serves on the Board of Trustees at the Aerospace Corporation and at the Noblis Corporation. He chairs the CIA Officers Memorial Foundation, which supports CIA families who have lost a

parent in the line of duty.

Panelist: Quintan Wiktorowicz, former National Security Council Senior Director



Dr. Quintan Wiktorowicz is the Managing Partner of Affinis Global, a consulting firm that specializes in building partnerships. He is an internationally recognized author and expert on national security engagement and counterterrorism and served as a Senior Director at the White House, where he focused on national security partnerships and countering violent extremism. Prior to joining the White House, Dr. Wiktorowicz developed ground-breaking counter-radicalization initiatives for the Intelligence Community and the Department of State. Before his government service, he was one of America's leading academics on the Muslim World. Dr. Wiktorowicz served as the White House's

first Senior Director for Community Partnerships at the National Security Council, focused on maximizing the federal government's capacity to collaborate with communities, businesses, and the American public to address homeland security priorities. In this position, he led an interagency committee involving 22 agencies to support cross-sector collaboration for homeland security priorities, including countering violent extremism, combating human trafficking, countering transnational gang recruitment, and building initiatives with diaspora communities. Dr. Wiktorowicz also served as the Senior Director for Global Engagement at the White House, where he planned, directed, and coordinated national security engagement policies that leveraged diplomacy, communications, development assistance, and community outreach. He developed the country's first national strategy for countering violent extremism and was responsible for U.S. Government partnerships with Muslim communities throughout the world in areas of mutual interest, including security, science and technology, education, health, and entrepreneurship. Prior to his roles at the White House, Dr. Wiktorowicz was a senior advisor for the U.S. Embassy in London and established the Department of State's first embassy-based counter-radicalization program, focused on partnering with Muslim communities at the grassroots level to counter violent extremism. The program has since been expanded to multiple countries and regions. He has served as chair of the Interagency Intelligence Subcommittee on Radicalization and was a senior analyst in the Intelligence Community, where he supported counterterrorism operations and helped build the U.S. Government's analytic capabilities for countering violent extremism. Dr. Wiktorowicz received his Ph.D. in political science from American University, studied Islam in Cairo with an al-Azhar shaykh, and conducted fieldwork on violent extremism in Jordan and the UK, where he witnessed radicalization first hand. He was a Fulbright Scholar; professor at Rhodes College, Dartmouth College, and Shippensburg University; and Scholar-in-Residence in the Intelligence Community. He has published three peer-reviewed books, an award winning audio book, and 33 articles and book chapters on terrorism, Islamic movements, democratization, civil society, nongovernmental organizations, and economic liberalization in the Muslim world.

5:45-7:00pm

Keynote Address “Congress over the Last Decade: Help or Hindrance”: U.S. Representative Mac Thornberry, Armed Services Committee Vice Chairman



A fifth generation Texan, Mac Thornberry has strong ties to the people he serves in the U.S. House of Representatives. His family has been ranching in the area since 1881 - a family business in which Mac remains actively involved. Mac is a longtime advocate of lower taxes and limited government. Boosting domestic energy production, protecting private property rights, and cutting federal spending are top priorities for him. He supports policies that encourage economic growth, rather than suffocating it. Additionally, as one of the few Members of Congress personally involved in agriculture, Mac understands the challenges agricultural producers face and has been a key player in efforts to support them.

Congressman Thornberry believes the first job of the federal government is to defend the country, and he has established himself as a top leader in national security. He currently serves as the Vice Chairman of the Armed Services Committee where he also leads the Subcommittee on Intelligence, Emerging Threats, and Capabilities. He is also a member of the House Permanent Select Committee on Intelligence. This unique perch as a senior member of both committees provides him the chance to play a major role in shaping national security policy and in conducting oversight of the military and the Obama Administration's national security decisions. In 2013, Mac was recognized as a “Pro to Watch” for his steady leadership and influence in national security by the publication *POLITICO*. Thornberry is currently leading a long-term effort to reform the Department of Defense, including a hard look at acquisition, the regulations that govern the processes, and the culture of purchasing. Emerging security threats are a major area in which Mac focuses. After leading a major Cybersecurity Task Force in 2011 and 2012, the House of Representatives passed four cyber bills with bipartisan support that reflected a number of the Task Force’s recommendations. Widely respected as an innovator and strategic thinker, Mac was one of the first in Congress to recognize the need to confront terrorism. Six months before 9/11, he introduced a bill to establish what would eventually become the Department of Homeland Security. He has consistently been on the leading edge of critical national security issues, has written widely on defense matters, and appeared on all major cable and network television channels providing congressional insight on national security issues.

SATURDAY, OCTOBER 18

9:00-10:30am

Session 5: The Path Forward: Practitioner Perspectives

Moderator: Chuck Alsop, INSA Vice President for Policy



Mr. Charles Alsop is the Vice President for Policy, INSA overseeing the activities of the councils and task forces constituted by INSA and developing their efforts into meaningful position papers which contribute to the national debate on key intelligence and national security issues. INSA is the premier non-profit, non-partisan intelligence and national security organization which brings together the public, private and academic sectors to collaborate on the most challenging policy issues and potential solutions. Prior to retiring from government service, Mr. Alsop most recently served with the Office of the Director of National Intelligence as the Associate Deputy Director of National Intelligence for Policy, Plans and Requirements (ADDNI/PPR). As the ADDNI/PPR, Mr. Alsop was the principal advisor to the Deputy Director of National Intelligence on formulation and implementation of Intelligence Community-wide policy, plans and strategy, ensuring that the requirements of all IC customers were met. Mr. Alsop managed a variety of activities, including: the development of the national intelligence strategy; preparation of annual intelligence planning guidance; reform of the security

clearance process across the US Government; IC participation in the national policy process; preparation of IC policy; and the strengthening of IC partnerships with foreign, military, federal, state, local and private partners. Before joining the Office of the Director of National Intelligence, Mr. Alsup served for 6 years with the Senate Armed Services Committee as an advisor to the Chairman and committee members on national security and intelligence issues. Specific areas of responsibility included keeping the Chairman and committee members informed and preparing legislation for consideration, as required, on Geopolitical-Military Issues, the National Military Strategy, Quadrennial Defense Review, Unified Command Plan, Homeland Security, Combating Terrorism, Transformation Strategy, special operations forces, and joint military concepts developments. He also advised committee members on U.S. defense policy in South Asia, the Middle East, the Horn of Africa and Latin America. Mr. Alsup is retired from the U.S. Army, having completed over 28 years of military service. He was posted to a variety of command and staff assignments in the United States and overseas and participated in multiple deployments. Mr. Alsup served on the Army Staff and completed his military service as the Assistant J2 on the Joint Staff in the Pentagon. Mr. Alsup is a native of Birmingham, Alabama and currently resides in Wicomico Church, VA. He received a Bachelor of Science in Biology and Chemistry from the University of Alabama, a Master of Science in Applied Sociology from the University of Missouri, and a Master of Arts in National Security and Strategic Studies from the Naval War College, Newport, RI. He is a recipient of the National Intelligence Distinguished Service Medal, and is a 2007 Capstone Fellow.

Panelist: Tom Fingar, former Deputy Director of National Intelligence



Dr. Thomas Fingar is the inaugural Oksenberg-Rohlen Distinguished Fellow in the Freeman Spogli Institute for International Studies at Stanford University. He was the Payne Distinguished Lecturer at Stanford during January-December 2009. From May 2005 through December 2008, he served as the first Deputy Director of National Intelligence for Analysis and, concurrently, as Chairman of the National Intelligence Council. Dr. Fingar served previously as Assistant Secretary of the State Department's Bureau of Intelligence and Research (2004-2005), Principal Deputy Assistant Secretary (2001-2003), Deputy Assistant Secretary for Analysis (1994-2000), Director of the Office of Analysis for East Asia and the Pacific (1989-1994), and Chief of the China Division (1986-1989). Between 1975 and 1986 he held a number of positions at Stanford University, including Senior Research Associate in the Center for International Security and Arms Control. Dr. Fingar is a graduate of Cornell University (A.B. in Government and History, 1968), and Stanford University (M.A., 1969 and Ph.D., 1977 both in Political Science). His most recent book is *Reducing Uncertainty: Intelligence Analysis and National Security* (Stanford University Press, 2011).

10:45-12:15pm Session 6: The Path Forward: Scholar Perspectives

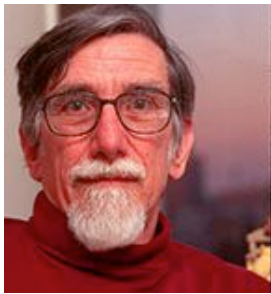
Moderator: William Inboden, Clements Center Director



William Inboden is Executive Director of the Clements Center for History, Strategy & Statecraft at the University of Texas-Austin. He also serves as Associate Professor at the LBJ School of Public Affairs and Distinguished Scholar at the Robert S. Strauss Center for International Security and Law. Inboden's other current roles include Non-Resident Fellow with the German Marshall Fund of the United States, Senior Advisor with Avascent International, and Associate Scholar with Georgetown University's Religious Freedom Project. Previously he served as Senior Director for Strategic Planning on the National Security Council at the White House, where he worked on a range of foreign policy issues including the *National Security Strategy*, strategic forecasting, democracy and governance, contingency planning, counter-radicalization, and multilateral institutions and initiatives. Inboden also

worked at the Department of State as a Member of the Policy Planning Staff and a Special Advisor in the Office of International Religious Freedom, and has worked as a staff member in both the United States Senate and the House of Representatives. Inboden has also served as Senior Vice President of the London-based Legatum Institute, and as a Civitas Fellow at the American Enterprise Institute. He is a member of the Council on Foreign Relations, a contributing editor to *Foreign Policy* magazine, and his commentary has appeared in numerous outlets including the *Wall Street Journal*, *New York Times*, *Washington Post*, *Los Angeles Times*, NPR, Sky News, BBC, and CNN. He has lectured widely in academic and policy settings, and received numerous research and professional development fellowships. He is the author of *Religion and American Foreign Policy, 1945-1960: The Soul of Containment* (Cambridge University Press) as well as numerous articles and book chapters. Inboden received his Ph.D. and M.A. degrees in history from Yale University, and his A.B. from Stanford University. Professor Inboden has received multiple teaching awards, and his classes *Ethics & International Relations* and *Presidential Decision-making in National Security* have each been selected in recent years as the "Best Class in the LBJ School."

Panelist: Robert Jervis, Columbia University Professor



Robert Jervis is Adlai E. Stevenson Professor of International Politics at Columbia University. His most recent book is *Why Intelligence Fails: Lessons from the Iranian Revolution and the Iraq War* (Cornell University Press, 2010). His *System Effects: Complexity in Political Life* (Princeton University Press, 1997) was a co-winner of the APSA's Psychology Section Best Book Award, and *The Meaning of the Nuclear Revolution* (Cornell University Press, 1989) won the Grawemeyer Award for Ideas Improving World Order. He is also the author of *Perception and Misperception in International Politics* (Princeton University Press, 1976), *The Logic of Images in International Relations* (Princeton

University Press, 1970; 2d ed., Columbia University Press, 1989), *The Illogic of American Nuclear Strategy* (Cornell University Press, 1984), *American Foreign Policy in a New Era* (Routledge, 2005). He was President of the American Political Science Association in 2000-01 and has received career achievement awards from the International Society of Political Psychology and ISA's Security Studies Section. In 2006 he received the National Academy of Science's tri-annual award for behavioral sciences contributions to avoiding nuclear war and received an honorary degree from the University of Venice in 2014. He was a Guggenheim Fellow in 1978-79 and is a Fellow of the American Association for the Advancement of Science, the American Academy of Arts and Sciences, the American Academy of Political and Social Science, and the American Philosophical Society. He chairs the Historical Review Panel for CIA and is an Intelligence Community associate. His current research includes the nature of beliefs, IR theory and the Cold War, and the links between signaling and perception.

Panelist: Joshua Rovner, Southern Methodist University Associate Professor



Joshua Rovner is the John Goodwin Tower Distinguished Chair in International Politics and National Security, Associate Professor of Political Science, and Director of Studies at the Tower Center for Political Studies at SMU. He is the author of *Fixing the Facts: National Security and the Politics of Intelligence* (Cornell University Press, 2011), which won the International Studies Association award for best book in security studies and the Furniss book award. He has written widely on intelligence in the Cold War, before and after 9/11, and in the wars in Iraq. Some of his recent articles include "Intelligence in the Twitter Age," *International Journal of Intelligence and Counterintelligence* (Summer

2013); and "Is Politicization Ever a Good Thing?" *Intelligence and National Security* (Spring 2013). Dr. Rovner is currently working on a NSF-supported project on the NSA and methods for assessing the value

of offensive cyber operations. He received his Ph.D. in political science from the Massachusetts Institute of Technology.

Panelist: Gary Schmitt, American Enterprise Institute Resident Scholar



Gary Schmitt is the co-director of the Marilyn Ware Center for Security Studies at AEI and the director of AEI's Program on American Citizenship. Mr. Schmitt is a former democratic staff director of the Senate Select Committee on Intelligence and was executive director of the President's Foreign Intelligence Advisory Board during President Ronald Reagan's second term. His books include *Of Men and Materiel: The Crisis in Military Resources* (AEI Press, 2007), to which he was a contributing author and editor with Tom Donnelly; *Silent Warfare: Understanding the World of Intelligence* (Brassey's, 2002), coauthored with Abram Shulsky and now in its third edition; and *U.S.*

Intelligence at the Crossroads: Agendas for Reform (Brassey's, 1995), a coedited volume to which he is a contributing author. His two most recent books, to which he is also editor and contributing author, are *The Rise of China: Essays on the Future Competition* (Encounter Books, May 2009) and *Safety, Liberty and Islamist Terrorism: American and European Approaches to Domestic Counterterrorism* (AEI Press, 2010). He is a graduate of the University of Dallas and holds a PhD from the University of Chicago.

Panelist: Jennifer Sims, Chicago Council on Global Affairs Senior Fellow



Dr. Sims is a Senior Fellow with the Chicago Council on Global Affairs and a member of the Senior Advisory Group to the Director of National Intelligence (DNI), James Clapper. She is also a consultant on intelligence and homeland security for private corporations and the US government. Prior to her current positions, she was Director of Intelligence Studies and a Visiting Professor in the Security Studies Program at Georgetown University's Walsh School of Foreign Service. In 2008 Dr. Sims received a Presidential appointment to the Public Interest Declassification Board, on which she served until 2011. Dr. Sims has also served as Deputy Assistant Secretary of State for Intelligence Coordination

(1994-1998) and Intelligence Advisor to the Under Secretary for Management and Coordinator for Intelligence Resources and Planning at the US Department of State (1998-2001). In the latter position, she helped coordinate the State Department's budget and programs with other federal agencies involved in national security. Dr. Sims has also served on the professional staff of the Senate Select Committee on Intelligence (1991-1994), and as Senator John C. Danforth's legislative assistant on foreign and defense policy (1990-1993). Prior to government service, Dr. Sims was the U.S. Coordinator of the multinational Nuclear History Program (1988-1990), taught as a Research Professor at Johns Hopkins University School of Advanced International Studies (2001-2003), and served as a research associate with both the L'Istituto per gli Studi di Politica Internazionale (ISPI) in Milan and the Institute for Strategic Studies (ISS) in London. Dr. Sims received her MA in 1979 and her PhD in 1986 from Johns Hopkins University's School of Advanced International Studies. In 1998, Dr. Sims received the intelligence community's highest civilian award, the National Distinguished Service Medal. Dr. Sims is currently writing a history of intelligence in international politics with support from the Smith Richardson Foundation. Her publications on defense technology and arms control include *Icarus Restrained: an Intellectual History of Nuclear Arms Control in the United States from 1945 to 1960*, (Westview Press 1985), and "The American Approach to Nuclear Arms Control: A Retrospective," *Daedalus* (Winter, 1991). She has co-edited with Burton Gerber, *Vaults, Mirrors and Masks: Rediscovering US Counterintelligence* (Georgetown University Press 2009) and *Transforming U.S. Intelligence* (Georgetown University Press, 2005) and has published numerous articles and book chapters on intelligence theory, intelligence reform, counterintelligence and intelligence support to counterterrorism.

12:30-1:30pm

Closing Luncheon and Keynote Address “The False Narrative: How Ending the ‘War on Terror’ Put America in Danger”: U.S. Representative Michael McCaul, Homeland Security Committee Chairman



Congressman Michael T. McCaul, who is currently serving his fifth term representing Texas' 10th Congressional District, chairs the House Committee on Homeland Security. The Committee oversees the Department of Homeland Security in order to ensure it is able to carry out its core mission of protecting the American people from terrorist attacks. As Chairman, McCaul has focused on the threat of international and domestic terrorism, border security, cyber security, airport security and fixing management problems within DHS in order to save taxpayer dollars. Prior to Congress, Chairman McCaul served as a federal counterterrorism prosecutor, led a Joint Terrorism Task Force and served as Texas Deputy Attorney General.