Thursday, September 23

Session 1: The Next Global Order

2:00 PM - 3:30 PM  (Keynote) Refocusing American Grand Strategy for an Age of Resource Independence
Thomas P.M. Barnett
Managing Partner, Barnett Consulting LLC

3:30 PM - 3:45 PM  Break

3:45 PM - 4:45 PM  (Orientation) Course Overview
Steven Grundman
Program Manager, National Security Studies; Senior Fellow, The Atlantic Council

4:45 PM - 5:00 PM  Staff Introductions and Session 2 Preview

Thursday, September 30

Session 2: Strategy I

2:00 PM - 3:10 PM  (Keynote) Net Assessment
Andrew May
Research Director, Office of Net Assessment at the US Department of Defense

3:10 PM - 3:20 PM  Break

3:20 PM - 4:30 PM  (Keynote) Keeping Faith in the Rules Based Order
Kori Schake
Director of Foreign and Defense Policy at the American Enterprise Institute; and Author
Thursday, October 7

Session 3: National Defense Strategy

2:00 PM - 3:10 PM  (Keynote) Future Posture and Availability Constructs
James E. Cartwright
Retired General of the United State Marine Corp; and former Vice Chairman of the Joint Chiefs of Staff

3:20 PM - 3:30 PM  Break

3:30 PM - 4:30 PM  (Panel) National Defense
Jamie Morin
Vice President for Defense Systems Operations at The Aerospace Corporation; and former Director of the Office of Cost Assessment and Program Evaluation in the Office of the Secretary of Defense
Roger Zakheim
Washington Director at the Ronald Reagan Presidential Foundation and Institute; and former Commissioner of the Commission on the National Defense Strategy

Thursday, October 14

Session 4: On Command

2:00 PM - 3:15 PM  (Keynote) The Generals
Thomas Ricks
Pulitzer Prize winner journalist; and Author

3:15 PM - 3:25 PM  Break

3:25 PM  Student Introductions
3:30 PM - 4:00 PM (Seminar) The “S-C-Q-A” of Strategy
Steven Grundman
Program Manager, National Security Studies; and Senior Fellow, The Atlantic Council

4:00 PM - 5:15 PM (Keynote) The Fight to Defend the Free World
H. R. McMaster
Retired Lieutenant General of the US Army; and Fouad and Michelle Ajami Senior Fellow, Hoover Institution at Stanford University; and Former Assistant to the President for National Security Affairs

5:15 PM - 5:30 PM Study-Group Teasers and Session 5 Preview
Team Winders: On ethical and legal frameworks of AI and autonomous systems
Jamie Winders
Professor, Geography and the Environment; and Director of the Autonomous Systems Policy Institute at Syracuse University

Team Khalil: On employing soft-power instruments of national security
Osamah Khalil
Associate Professor, History; and Chair, International Relations Program (Undergraduate) at Syracuse University

Thursday, October 21

Session 5: The Future of Defense
2:30 PM Student Introductions

2:35 PM Travel details for in-person week

2:45 PM Revisiting The “S-C-Q-A” of Strategy
Steven Grundman
Program Manager, National Security Studies; and Senior Fellow, The Atlantic Council

(Keynote) The Future of Defense
Seth Moulton
U.S. Representative for Massachusetts 6th congressional district; and Co-chair of the House Armed Services Committee’s Future of Defense Task Force

3:15 PM - 3:30 PM  Break

3:30 PM - 4:45 PM  (Panel) Alternative Futures for Defense

Nora Bensahel  
*Visiting Professor of Strategic Studies, Johns Hopkins School of Advanced International Studies; and Contributing Editor at War on the Rocks*

Sean McFate  
*Professor of Strategy at the National Defense University; and nonresident Senior Fellow at the Atlantic Council*

4:45 PM - 5:00 PM  Study Group (SG) Teasers and Session 6 Preview

Team Jacobson: On employing information in support of national interests

Mark Jacobson  
*Assistant Dean of the Maxwell School for Washington Programs at Syracuse University; and former Deputy NATO senior Civilian Representative-Afghanistan*

Team Murrett: On Strategic and Operational Leadership in Defense Strategy

Robert Murrett  
*Retired Vice Admiral of the U.S Navy; and Professor of Practice, Public Administration and International Affairs; and Deputy Director, Syracuse University Institute for Security Policy and Law*

**Thursday, October 28**

Session 6: Technology

2:00 PM - 3:15 PM  (Keynote) Artificial Intelligence

Gregory Allen  
*Chief of Strategy and Communications, DOD Joint Artificial Intelligence Center*
3:15 PM - 3:30 PM  Break

3:30 PM - 4:45 PM  (Keynote) Modernization
Ellen Lord  
Former Under Secretary of Defense for Acquisition and Sustainment; and former President and CEO of Textron Systems

4:45 PM - 5:00 PM  Study Group Teasers and Session 7 Preview

Team Golden: On the challenge of sustainability to national security
Jay Golden  
Pontarelli Professor of Environmental Sustainability and Finance, Maxwell School of Syracuse University

Thursday, November 4

Session 7: The Marshall Maxim I

2:00 PM – 4:30 PM  (Seminar) Study-Group I: “Situation”

Team Khalil: On employing soft-power instruments of national security
Osamah Khalil  
Associate Professor, History; and Chair, International Relations Program (Undergraduate) at Syracuse University

Team Winders: On ethical and legal frameworks of AI and autonomous systems
Jamie Winders  
Professor, Geography and the Environment; and Director of the Autonomous Systems Policy Institute at Syracuse University

Team Jacobson: On employing information in support of national interests
Mark Jacobson  
Assistant Dean of the Maxwell School for Washington Programs at Syracuse University; and former Deputy NATO senior Civilian Representative-Afghanistan
Team Murrett: On Strategic and Operational Leadership in Defense Strategy
Robert Murrett
Retired Vice Admiral of the U.S Navy; and Professor of Practice, Public Administration and International Affairs; and Deputy Director, Syracuse University Institute for Security Policy and Law

Team Golden: On the challenge of sustainability to national security
Jay Golden
Pontarelli Professor of Environmental Sustainability and Finance, Maxwell School of Syracuse University

4:30 PM - 5:00 PM  Sessions 8-15 Preview

Saturday, November 13

Session 8: The Marshall Maxim II

6:30 AM - 8:30 AM  (Optional) Buffet Breakfast, Waverly Room, Sheraton University Hotel
12:00 PM - 2:00 PM  Grab & Go Lunch
2:00 PM - 5:00 PM  (Seminar) Study-Group II: “Complications”

Team Khalil
Team Winders
Team Jacobson
Team Murrett
Team Golden

5:30 PM - 7:00 PM  Hosted Reception at the Sheraton Syracuse University Hotel

Sunday, November 14

Session 9: Great Powers
6:30 AM - 8:30 AM  (Optional) Buffet Breakfast, Waverly Room, Sheraton University Hotel

9:00 AM - 10:15 AM  (Panel) China
Mary Lovely  
*Professor, Economics, Maxwell School at Syracuse University; and Senior Fellow, Peterson Institute for International Economics*

Dimitar Gueorguiev  
*Associate Professor, Political Science, Maxwell School at Syracuse University*

10:15 AM - 10:30 AM  Break

10:30 AM - 12:00 PM  (Keynote) US-China Relations
Charles Hooper  
*Retired Lieutenant General of the US Army; and former US Defense Attaché to the People's Republic of China*

12:00 PM - 1:15 PM  Working Lunch: The Game Book
Ed McGrady  
*Simulation Writer, Monks Hood Media*

**Session 10: Great Powers II**

2:00 PM - 3:15 PM  (Panel) Russia
Brian Taylor  
*Professor, Political Science, Maxwell School at Syracuse University*

Evelyn Farkas  
*President, Farkas Global Strategies; and former Deputy Assistant Secretary of Defense for Russia/Ukraine/Eurasia; and former Senior Advisor for Public/Private Partnership with the Supreme Allied Commander NATO*

3:15 PM - 3:30 PM  Break

3:30 PM - 5:00 PM  (Keynote) "Putin’s World"
Angela Stent  
*Director of the Center for Eurasian, Russian and East European Studies; and Professor of Government and Foreign Service at Georgetown University*

6:00 PM - 8:00 PM with  Opening Dinner with Guest Speaker: Observations on the U.S. Defense-Industrial Base
**Monday, November 15**

**Session 11: Crisis Simulation**

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>6:30 AM - 8:30 AM</td>
<td><em>(Optional) Buffet Breakfast, Waverly Room, Sheraton University Hotel</em></td>
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<tr>
<td>9:00 AM - 10:15 AM</td>
<td><em>(Orientation) Information Operations and Information Warfare</em></td>
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<td>Nina Kollars</td>
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<td>Associate Professor, Strategic and Operational Research, US Naval War College</td>
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<td>10:15 AM - 10:30 AM</td>
<td>Break</td>
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<tr>
<td>10:30 AM - 12:00 PM</td>
<td><em>(Orientation) Reporter’s Notebook</em></td>
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<td>Kathy Gilsinan</td>
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<td>Author of forthcoming book, The Helpers; and former Staff Writer and Senior Editor at The Atlantic</td>
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<td>12:00 PM - 1:00 PM</td>
<td>Hosted Lunch</td>
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<td>1:00 PM - 5:00 PM</td>
<td><strong>Session 12: Operation Old Believer Part I</strong></td>
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<td>Nina Kollars in the role of Game Controller</td>
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<td>Associate Professor, Strategic and Operational Research, US Naval War College</td>
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<td>Michael Kofman in the role of President of Russia</td>
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<td>Research Program Director in the Russia Studies Program at the Center for Naval Analysis; and Fellow at the Kennan Institute, Woodrow Wilson International Center in Washington, DC</td>
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<td>Vago Muradian in the role of Editor in Chief of Information</td>
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<td>Founder and Editor at Defense and Aerospace Report; and Founder and former Managing Editor at Defense Daily International; and former Editor at Defense News</td>
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<td>James Cunningham in the role of President of the United States</td>
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<td>Former US Ambassador to Afghanistan, Israel, and the United Nations; and former Chief of Staff to Secretary</td>
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General of NATO; and senior fellow at the Atlantic Council

John Cloud in the role of President of Poland
Professor at the Naval War College; and former US Ambassador to Lithuania

Kathy Gilsinan in the role of Senior national security correspondent, Daily Brute
Author of forthcoming book, The Helpers: Profiles from the Front Lines of the Pandemic, W. W Norton; and former Staff Writer and Senior Editor at The Atlantic

Mark Jacobson in the role of Secretary General, NATO
Assistant Dean of the Maxwell School for Washington Programs at Syracuse University; and former Deputy NATO senior Civilian Representative-Afghanistan

James Lamond in the role of President of Belarus
Director of the Democratic Resilience Program at the Center for European Policy Analysis (CEPA); and former Managing Director of the Moscow Project at the Center for American Progress

Ed McGrady Game Controller
Simulation Writer, Monks Hood Media

6:00 PM - 7:30 PM (Optional) Buffet Dinner, Sheraton University Hotel

Tuesday, November 16

Session 12: Operation Old Believer Part II
6:30 AM - 8:30 AM (Optional) Buffet Breakfast, Waverly Room, Sheraton University Hotel
9:00 AM - 3:30 PM Operation Old Believer Part II
3:30 PM - 4:50 PM Hot Wash
4:50 PM - 5:00 PM Preview of Session 13
6:00 PM - 8:00 PM Hosted Pizza Party

Wednesday, November 17

Session 13: In the Arena - I
6:30 AM - 8:30 AM  (Optional) Buffet Breakfast, Waverly Room, Sheraton University Hotel

9:00 AM - Noon  (Keynote) National Security Law
James Baker
 Professor, College of Law; and Director of the Institute for Security Policy and Law; and Professor of Public Administration, Maxwell School of Citizenship and Public Affairs

10:15 AM - 10:30 AM  Break

12:00 PM - 2:00 PM  Hosted Lunch

2:00 PM - 3:15 PM  (Keynote) National Security Leadership Challenges
Sean O’Keefe (invited)
Syracuse University Professor; and Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership; and Distinguished Senior Advisor, Center for Strategic and International Studies; and Senior Research Associate, Campbell Public Affairs Institute

3:15 PM - 3:30 PM  Break

3:30 PM – 5:00 PM  (Seminar) The Press and National Security
F. William Smullen
Retired Colonel of the US Army; and former CEO of Advancement and Strategy at Clear Path for Veterans; and former Chief of Staff to Secretary of State Colin Powell; and former Director, National Security Studies

5:00 PM - 5:15 PM  Preview of Session 14

6:00 PM - 7:00 PM  (Optional) Buffet Dinner, Sheraton Hotel

Thursday, November 18

Session 14: In the Arena - II

6:30 AM - 8:30 AM  (Optional) Buffet Breakfast, Waverly Room, Sheraton University Hotel

9:00 AM - 10:15 AM  (Keynote) The Libyan Job, an Adventure
Stephen Kappes
Partner, Torch Hill Investment Partners; and former Deputy Director of the Central Intelligence Agency

10:15 AM - 10:30 AM  Break

10:30 AM - 12:00 PM  **(Keynote) Leadership for National Security**
Deborah Lee James
*Board Member, Author and Speaker, Former Secretary of the US Air Force & President, SAIC*

12:00 PM - 2:00 PM  Hosted Lunch

1:00 PM – 1:30 PM  **Visit from IVMF**
J. Michael Haynie
*Vice Chancellor for Strategic Initiatives and Innovation; IVMF Founder & Executive Director; Barnes Professor of Entrepreneurship*

2:00 PM - 5:00 PM  **(Seminar) Study-Group III: “Question”**

6:00 PM - 8:00 PM  Hosted Closing Dinner, Century Club

**Friday, November 19**

Session 15: The Marshall Maxim III

8:30 AM - 10:45 AM  **(Panel) Review Panel**
Andrew May
*Research Director, Office of Net Assessment at the US Department of Defense*

David Van Slyke
*Dean, Maxwell School of Citizenship and Public Affairs; and Professor, Public Administration and International Affairs; and Louis A. Bantle Chair in Business and Government Policy*

10:45 AM - 11:00 AM  Break

11:00 AM - 11:30 AM  **Intro to Clear Paths for Veterans**
Alexander Behm
*Executive Director, Clear Path for Veterans*

11:30 AM - 12:00 PM  **Wrap Up**
Steven Grundman
12:00 PM - 12:30 PM  
(Keynote) Education for National Security  
David Van Slyke  
Dean, Maxwell School of Citizenship and Public Affairs;  
and Professor, Public Administration and International Affairs;  
and Louis A. Bantle Chair in Business and Government Policy  

12:30 PM - 2:00 PM  
Hosted Farewell Lunch