



## National Security Management, Fall 2021

*Executive Education Program  
September 23 - November 19, 2021*

### 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*

4:30 PM - 5:00 PM

**Student Introductions and Session 3 Preview**

5:00 PM - 5:30 PM

**(Optional) Orientation to Syracuse University Libraries**

Kelly Delevan

*Information Literacy Librarian, Syracuse University Libraries*

**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*

3:10 PM - 3:20 PM

**Break**

3:20 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*

4:30 PM - 5:00 PM

**Student Introductions and Session 4 Preview**

**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**

Andy Hove

*Former President and Chief Executive Officer of AM General; and board member of the National Defense Industrial Association*

**Monday, November 15**

**Session 11: Crisis Simulation**

6:30 AM - 8:30 AM

**(Optional) Buffet Breakfast, Waverly Room, Sheraton University Hotel**

9:00 AM - 10:15 AM

**(Orientation) Information Operations and Information Warfare**

Nina Kollars

*Associate Professor, Strategic and Operational Research, US Naval War College*

10:15 AM - 10:30 AM

**Break**

10:30 AM - 12:00 PM

**(Orientation) Reporter's Notebook**

Kathy Gilsinan

*Author of forthcoming book, *The Helpers*; and former Staff Writer and Senior Editor at *The Atlantic**

12:00 PM - 1:00 PM

**Hosted Lunch**

1:00 PM - 5:00 PM

**Session 12: Operation Old Believer Part I**

Nina Kollars in the role of Game Controller

*Associate Professor, Strategic and Operational Research, US Naval War College*

Michael Kofman in the role of President of Russia

*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*

Vago Muradian in the role of Editor in Chief of Information

*Founder and Editor at *Defense and Aerospace Report*; and Founder and former Managing Editor at *Defense Daily International*; and former Editor at *Defense News**

James Cunningham in the role of President of the United States  
*Former US Ambassador to Afghanistan, Israel, and the United Nations; and former Chief of Staff to Secretary*



*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

*Program Manager, National Security Studies; and Senior Fellow, The Atlantic Council*

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**