

■ ■ Countering Asymmetric Threats:  
■ ■ A National Imperative

## Decision Superiority: Countering Surprise, Denial, and Deception

May 8, 2012

Naval Heritage Center at the Navy Memorial  
Washington, DC

PEARL HARBOR



USS COLE



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PENTAGON

## Keynote Speakers

### **Admiral James A. Winnefeld, Jr., USN**

*Vice Chairman of the Joint Chiefs of Staff*

Admiral James Winnefeld, Jr. is the ninth Vice Chairman of the Joint Chiefs of Staff and the nation's second highest-ranking military officer. During his Navy career, he served with three fighter squadrons flying the F-14 Tomcat and as an instructor at the Navy Fighter Weapons School. He also led several unit commands on sea and shore tours, including combat operations in Afghanistan in support of Operation Enduring Freedom immediately after the terrorist acts of September 11, 2001.

Admiral Winnefeld's many other roles have included service in the Joint Staff Operations Directorate; Senior Aide to the Chairman of the Joint Chiefs of Staff; Executive Assistant to the Vice Chief of Naval Operations; Director, Warfare Programs and Transformational Concepts, United States Fleet Forces Command; Director of Joint Innovation and Experimentation at United States Joint Forces Command; and Director for Strategic Plans and Policy on the Joint Staff. Most recently, he served as the Commander of North American Aerospace Defense Command (NORAD) and U.S. Northern Command.

Admiral Winnefeld's awards include the Defense Distinguished Service Medal, Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit, Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal, and Air Medal.



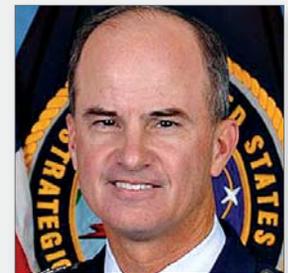
### **General Kevin P. Chilton, USAF (Ret)**

*Former Commander, U.S. Strategic Command*

General Kevin Chilton is a former United States Air Force four-star general. His last assignment was as Commander, U.S. Strategic Command. Prior to his appointment to general officer ranks, he spent 11 years of his military career as a NASA astronaut. His NASA assignments included serving as the Astronaut Office T-38 safety officer; leader of the Astronaut Support Personnel team at the Kennedy Space Center; lead spacecraft communicator for numerous shuttle flights; and Deputy Program Manager for the early International Space Station program. A veteran of three space flights, he has logged more than 704 hours in space.

During his Air Force career, General Chilton served as Deputy Director, Political Military Affairs for Asia, Pacific, and the Middle East and later as Commander of the Air Force Space Command at Peterson Air Force Base in Colorado. He retired from the Air Force in early 2011 after achieving the highest rank for any military astronaut.

Among General Chilton's awards are the Air Force Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit, Distinguished Flying Cross, Defense Meritorious Service Medal, Meritorious Service Medal, and Air Force Commendation Medal. Currently, he is a member of the Board of Directors of Orbital Sciences Corporation.



## Overview

America's national challenge is to protect national security and mitigate asymmetric threats and risks. To do so, we must establish absolute superiority in assessing threat indications and warning signs and responding appropriately. A key element in this capability is preventing and countering strategic and operational surprise, denial, and deception.

In this area, our capability is heavily dependent on information technology and distributed data, which are themselves at risk from multi-faceted asymmetric attacks. As cyber threats, cyber-related insider threats, and the means of deception grow in sophistication and destructive power, we must develop new tools, authorities, and strategies to counter such challenges as pandemics, terrorism, economic/market manipulation, weapons of mass destruction, and other technology proliferation. Federal planning is key, but resource commitments are also necessary to enhance the abilities of every stakeholder organization in this area.

This symposium aims to provide discrete recommendations on how to best protect the nation and prevent another Pearl Harbor or 9/11. We will discuss whether national indications and warning efforts – processes, resources, actions, and authorities – adequately protect us from the realities and consequences of asymmetric threats. We will also question whether the federal government has developed adequate legislation, policies, procedures, tactics, techniques, systems, and authorities to provide both strategic advantage and security in the face of surprise, denial, and deception. Finally, we will address how the government is collaborating with the private sector to prevent, secure, protect, and mitigate faceted attacks, and, if necessary, reconstitute damaged functions and systems.

*Decision Superiority: Countering Surprise, Denial, and Deception*, a symposium co-sponsored by CACI International Inc (CACI), the U.S. Naval Institute (USNI), and the Center for Security Policy (CSP), is the sixth symposium in the Asymmetric Threats series and addresses a fundamental aspect overarching America's security challenges.

These symposia are part of a continuing series of events co-sponsored by CACI and its partners and co-founded by Dr. J.P. London and Dr. Warren Phillips, a member of the CACI Board of Directors. In addition to being free to invitees, these events are not for profit and aimed purely at furthering dialog and initiatives that strengthen national security and promote global stability. Speakers and participants are from a variety of backgrounds and contribute their time and efforts pro bono.

## Opening Remarks

### Dr. J.P. (Jack) London

*Executive Chairman, CACI International Inc*

Dr. J.P. (Jack) London is Executive Chairman and Chairman of the Board of CACI International Inc. He previously served as CACI's President and Chief Executive Officer for 23 years. Under his leadership, CACI has grown from a small consulting firm into a \$3.6 billion worldwide professional services and information technology company. In his current position, Dr. London oversees strategic initiatives to ensure shareholder value, advance client missions, cultivate key client relationships, and monitor major financial transactions, including CACI's legacy mergers and acquisitions program, which he began in 1992.



Dr. London has an established role as a public figure representing CACI to clients and the federal information technology industry. His efforts focus on the evolution and transformation of defense, intelligence, information technology, and network communications. He was one of the first IT leaders to see the need for solutions to combat the asymmetric threat of our nation's enemies. In an address to the Northern Virginia Technology Council in 2002, Dr. London emphasized the need for aggressive use of IT to deliver operational dominance on the battlefield and national security at home.

## Introduction of Speakers

### Paul M. Cofoni

*President and Chief Executive Officer, CACI International Inc*

Paul M. Cofoni has more than 30 years of senior-level executive experience in business development, mergers and acquisitions, strategic planning, and extensive federal market operations. As President and CEO of CACI International Inc, he leads the company in aligning its core capabilities, innovative tools, and best-value solutions to help the U.S. government protect our nation and counter global terrorism. Under Mr. Cofoni's guidance, CACI has broadened its penetration of the federal marketplace and further integrated its capabilities into homeland security, the Intelligence Community, and communications activities of the federal government.



Previously, Mr. Cofoni served as CACI's President of U.S. Operations. Before joining CACI, he was President, Federal Sector, of Computer Sciences Corporation and spent 10 years as an executive in CSC's outsourcing business. Prior to that, Mr. Cofoni enjoyed a 17-year career with General Dynamics in a number of technical and leadership assignments, including Vice President of Information Technology Services.

## Summary

### Dr. Lani Kass

*Corporate Strategic Advisor, CACI International Inc*

Dr. Lani Kass is Corporate Strategic Advisor and Senior Vice President for CACI International Inc. She leads corporate efforts to advance CACI's presence in the U.S. national security market and supports the development of CACI's corporate strategy and key client relationships.

Prior to joining CACI, Dr. Kass served as Senior Policy Advisor to the Chairman of the Joint Chiefs of Staff, where she was responsible for high-level assessment and analysis supporting the development and execution of integrated strategies, programs, and plans essential to America's security. Her foresight, expertise, and cross-cultural multi-lingual skills played a key part in successful interactions and international negotiations with Russia, China, and NATO.



Previously, Dr. Kass was the Special Assistant to the Chief of Staff of the U.S. Air Force (USAF) and served as Director of the USAF Cyber Task Force, where she developed the intellectual concepts that led to the establishment of the U.S. Cyber Command. Her career highlights also include being the first woman to serve as Professor of Military Strategy and Operations at the National War College, National Defense University.

## Agenda

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- 7:30 Continental Breakfast
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- 8:00 Welcome
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- 8:05 Opening Remarks  
**Dr. J.P. (Jack) London**
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- 8:15 Introductions and Thank You:  
CACI, USNI, and CSP  
**Paul M. Cofoni**
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- 8:20 Keynote  
**General Kevin P. Chilton, USAF (Ret)**
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- 9:00 Break
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- 9:15 Panel One  
**Are Surprise and Deception Preventable?**  
Moderator  
**Frank J. Gaffney**
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- 10:30 Keynote  
**Admiral James A. Winnefeld, Jr., USN**
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- 11:45 Lunch
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- 12:45 Panel Two  
**Leadership, Authorities, and Decision Making**  
Moderator  
**Vice Admiral Peter H. Daly, USN (Ret)**
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- 2:15 Summary  
**Dr. Lani Kass**
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- 2:30 Event Moderator Closing Remarks

## ■ Panel One: Are Surprise and Deception Preventable?

Drawing upon their recent real-world experiences, experts will discuss the multi-faceted challenges posed by surprise, denial, and deception and examine the key characteristics common to all surprises – be they military, diplomatic, economic, or informational. Historically, deliberate attempts to surprise and deceive have almost always been successful despite the availability of sufficient information to warn of the impending event. In this light, the core premise the panel will explore is that surprise occurs despite warning – and therefore, “connecting the dots” is feasible only in retrospect.

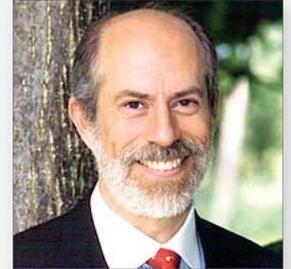
Looking at the two distinct perspectives inherent in any surprise – that of the intended victim for whom surprise is an event and that of the initiator for whom surprise is a process – we will test the widespread assumption that if enough intelligence is available, a rational analysis can prevent surprise.

### Moderator: Frank J. Gaffney

*President, Center for Security Policy*

Frank J. Gaffney is founder and President of the Center for Security Policy, a non-partisan resource for timely, informed, and penetrating analyses of foreign and defense policy matters. Mr. Gaffney is also the host of Secure Freedom Radio, a nationally-syndicated radio program that addresses current and emerging threats to national security, and the lead author of *War Footing: Ten Steps America Must Take to Prevail in the War for the Free World*. He contributes actively to the security policy debate as a weekly columnist for the *Washington Times*, *TownHall.com*, and *JewishWorldReview.com*.

Mr. Gaffney previously acted as the Assistant Secretary of Defense for International Security Policy under President Reagan, the senior position in the Department of Defense with responsibility for policies involving nuclear forces, arms control, and U.S.-European defense relations.



### Panelists



#### Michael Braun

*Former SES and Chief of Operations, U.S. Drug Enforcement Administration, and Managing Partner, Spectre Group International*

Michael Braun is the former Assistant Administrator and Chief of Operations for the U.S. Drug Enforcement Administration (DEA). He was responsible for DEA's 227 domestic and 87 foreign offices, the Aviation Division, Office of Financial Operations, Special Operations Division, and the Office of Diversion Control. He also had oversight for all of DEA's operational programs and projects in Afghanistan from 2004 through October 2008, and was the architect of the DEA's significant expansion in Afghanistan.

Previously, Mr. Braun served as the Department of Defense's Chief of Staff for the Interim Ministry of Interior, Coalition Provisional Authority. Prior to that, he had a 33-year career in law enforcement. He is currently Managing Partner of Spectre Group International, a professional and technical services firm.



#### VADM Bert Calland, USN (Ret)

*Executive Vice President for Security and Intelligence, CACI*

Vice Admiral Bert Calland is Executive Vice President for Security and Intelligence for CACI International Inc, a professional services and IT company. He has worked on the most difficult national security issues at the highest levels in our government, with his past positions including Deputy Director for Strategic Operational Planning at the National Counterterrorism Center; Deputy Director of the Central Intelligence Agency (CIA); and Commander of Special Operations Central within the U.S. Central Command.

A highly decorated veteran, VADM Calland brings battlefield leadership and command experience at all levels. His 33-year Navy career included service as a platoon commander with the Navy's Sea, Air and Land (SEAL) special operations forces through command of the Navy Special Warfare Development Group.



#### LTG Michael Flynn, USA

*Deputy Director, National Intelligence, Office of the Director of National Intelligence*

Prior to his current role as Assistant Director of National Intelligence, Partnership Engagement, Lieutenant General Michael Flynn served in a variety of Army command and staff positions. His roles have included Commander, 111<sup>th</sup> Military Intelligence Brigade at the Army's Intelligence Center; Director of Intelligence, Joint Special Operations Command; and Director of Intelligence, United States Central Command. He also served as the Senior Observer/Controller for Intelligence at the Joint Readiness Training Center.

LTG Flynn is a graduate of the Army's Intelligence Officer Basic, Advanced, and Electronic Warfare courses, and the Combined Armed Services staff course. His awards include the Defense Superior Service Medal, NATO Service Medal, Ranger Tab and Master Parachutist Badge, and Joint Staff Identification Badge.



#### SES Dan Johnson

*U.S. Department of Homeland Security, Office of Intelligence and Analysis*

As Director of the Current Intelligence Division for the Department of Homeland Security's Office of Intelligence and Analysis, Dan Johnson oversees the division's Watch Listing Cell/Enterprise Pursuit Branch, Current Analysis and Production Branch, and Indications, Watch and Warning Branch. Previously, he spent 26 years in the U.S. Air Force managing and directing intelligence, surveillance, and reconnaissance (ISR) operations.

Most recently, Mr. Johnson served with the Transportation Security Administration and as a Wing and Mission Commander with the U.S. Air Force Intelligence, Surveillance, and Reconnaissance Agency. He also provided intelligence support to the Chairman of the Joint Chief of Staff and Secretary of Defense as Deputy Director for Joint Requirements, Oversight Council and Targets for the Pentagon Joint Chiefs of Staff.



#### MG Michael D. Jones, USA (Ret)

*Former Chief of Staff, U.S. Central Command*

Major General Michael Jones is the former Chief of Staff, United States Central Command. He has held a wide variety of Army command and staff positions. As a general officer, he served as the Deputy Director, Strategic Plans and Policy for the Joint Staff in the Pentagon, where he was responsible for military planning and strategy for the Middle East. He also served as the Director of Operations for the United States Central Command and was responsible for U.S. military operations in the Middle East and Southwest Asia.

Previously, MG Jones served at the U.S. Army Armor School as an Armor tactics instructor, and commanded the Armor leader training organization for the U.S. Army and Marine Corps. He is currently a management consultant and a member of the SPECTRUM Group, a consulting firm.

## ■ Panel Two: Leadership, Authorities, and Decision Making

Experts will discuss the challenges posed by the persistent use of surprise, denial, and deception by our adversaries. The underlying premise of this panel is that surprise, denial, and deception are the ultimate asymmetric force multipliers because they exploit vulnerabilities and capitalize on hubris. Panelists will examine whether democratic, open societies are especially vulnerable to denial and deception and, thus, surprise as well. In this context, we will look at the efficacy of efforts to improve the national indications and warning system and other decision-making processes in order to identify the gaps between intelligence, strategy, and action.

The panel will also explore whether surprise is an intelligence failure, policy failure, or simply a failure of human imagination. Given that surprise rarely defines the ultimate outcome of an engagement, we will also discuss how our resilience to – and our ability to cope with – the aftermath of unexpected events could be better integrated into our military, governmental, and private decision-making structures, authorities, and training.

### Moderator: Vice Admiral Peter H. Daly, USN (Ret)

*Chief Executive Officer, U.S. Naval Institute*

Vice Admiral Peter Daly is the Chief Executive Officer of the United States Naval Institute, an independent forum for those who dare to read, think, speak, and write in order to advance the professional, literary, and scientific understanding of sea power and other issues critical to national defense.

VADM Daly's Navy career spans more than 30 years, with positions including command of the destroyer USS *Russell*; Commander, Destroyer Squadron 31; and Commander, Carrier Strike Group 11 – Nimitz Strike Group. His shore assignments include executive assistant and program analyst, J-8, Joint Staff; executive assistant to the Commander, Pacific Fleet; and executive assistant to the Commander, U.S. Pacific Command. In addition to being a life member of the Naval Institute, VADM Daly is a former member of the Board of Directors and Editorial Board.



### Panelists



#### RADM Michael Brown, USN (Ret)

*Former Director, Cybersecurity Coordination, U.S. Department of Homeland Security*

During his more than 31 years in the Navy, Rear Admiral Michael Brown served as the Director, Cybersecurity Coordination for the Department of Homeland Security (DHS), where he was responsible for increasing interdepartmental collaboration and synchronizing operational cybersecurity mission activities.

Throughout his naval career, his significant leadership positions have included DHS Deputy Assistant Secretary, Cybersecurity and Communications; Acting Assistant Secretary, Cybersecurity and Communications; and Assistant Deputy Director, Joint Interagency Task Force for the Office of the Director of National Intelligence. In his current position as Vice President and General Manager of RSA Federal Business, the Security Division of EMC, Rear Admiral Brown is spearheading strategy and engagement with the federal government and critical infrastructure organizations.



#### SES Steven R. Chabinsky

*Deputy Assistant Director, Cyber Division, Federal Bureau of Investigation*

Mr. Chabinsky serves as Deputy Assistant Director within the FBI's Cyber Division, which manages FBI domestic and international investigative and outreach efforts protecting the U.S. from cyber attack, cyber espionage, online child exploitation, Internet fraud, and other high-technology crimes. In 2009, he completed a joint duty assignment with the Office of the Director of National Intelligence, serving as Chair of the National Cyber Study Group, Director of the Joint Interagency Cyber Task Force, and Acting Assistant Deputy Director of National Intelligence for Cyber. He has served as Chief of the FBI's Cyber Intelligence Section, organizing and leading FBI analysis and reporting on terrorism, foreign intelligence, and criminal cyber threats. Throughout his FBI career, he has focused on enhancing partnerships and collaboration between government agencies, businesses, and non-profit organizations for the shared protection of our economy and national security.



#### Lt Gen David Deptula, USAF (Ret)

*Former Deputy Chief of Staff for Intelligence, Surveillance, and Reconnaissance, U.S. Air Force*

Lieutenant General David Deptula's service career spans more than 34 years. Before retiring from the Air Force, he served twice as a Joint Task Force Commander; as the principal attack planner for the Desert Storm air campaign; and as the Joint Force Air Component Commander for the 2005 South Asia tsunami relief effort.

As the first Air Force Deputy Chief of Staff for Intelligence, Surveillance, and Reconnaissance, Lt Gen Deptula transformed Air Force intelligence and remotely piloted aircraft enterprises. He is currently Chief Executive Officer of Mav6, an aerospace and defense company, and sits on a variety of public, private, and think tank boards. Lt Gen Deptula is also a senior scholar at the U.S. Air Force Academy and a sought-after commentator on defense, strategy, and ISR.



#### Dr. Robert Kadlec

*Former Special Assistant to the President and Senior Director for Biodefense Policy, White House Homeland Security Council*

Dr. Bob Kadlec spent 26 years as a career officer and physician in the United States Air Force and has also served in several senior positions in the White House, U.S. Senate, and Department of Defense. His past roles cover the spectrum of medical and non-medical biodefense issues and public health activities.

Dr. Kadlec has served as Special Assistant to the President and Senior Director for Biodefense Policy on the Homeland Security Council; staff director for Senator Richard Burr for the Senate Subcommittee on Bioterrorism and Public Health Preparedness in the 109<sup>th</sup> Congress; and Director for Biodefense Preparedness on the Homeland Security Council, where he helped to create the National Biodefense Policy for the 21<sup>st</sup> century. His most recent position is Managing Director of RPK Consulting LLC.



#### Dr. John Nagl

*Professor and Minerva Research Fellow, U.S. Naval Academy*

Dr. John Nagl is the Minerva Research Fellow at the U.S. Naval Academy and a Non-Resident Senior Fellow at the Center for a New American Security. He is also a member of the Defense Policy Board, a visiting professor in the War Studies Department at Kings College of London, a life member of the Council on Foreign Relations and the Veterans of Foreign Wars, and a member of the International Institute of Strategic Studies.

Previously, Dr. Nagl had a 20-year career as an armor officer in the U.S. Army and worked on the writing team that produced the U.S. Army/Marine Corps Counterinsurgency Field Manual. He has also taught national security studies at West Point and Georgetown University, and served as a military assistant to two Deputy Secretaries of Defense.



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