



# **A New Maritime Strategy for Twenty-First-Century National Security**

September 26-27, 2007

Washington, D.C.

**The Institute for Foreign Policy Analysis, Inc. (IFPA)**, now in its thirty-first year, develops innovative strategies for new security challenges. IFPA conducts studies, workshops, and conferences on national security and foreign policy issues and produces innovative reports, briefings, and publications. IFPA's products and services help government policymakers, military and industry leaders, and the broader public policy communities make informed decisions in a complex and dynamic global environment. With core staff as well as offices in Cambridge, Massachusetts, and Washington, D.C., the Institute maintains a global network of research advisors and consultants.

**The International Security Studies Program (ISSP)** is dedicated to teaching and research across the international security spectrum. As a distinct field of study within the multidisciplinary curriculum of The Fletcher School, Tufts University, the ISSP offers a full schedule of graduate-level courses and seminars. The ISSP sponsors a diverse range of "outside the classroom" educational activities, including annual conferences devoted to critical defense-related issues, a simulation exercise, a lecture series, field trips, and publications.

**The Naval War College (NWC)** develops strategic and operational leaders of character who are strategically minded, critical thinkers, and skilled naval and joint warfighters. The College also helps the Chief of Naval Operations define the future Navy by conducting focused, forward-thinking research, analysis, and war gaming that anticipates future operational and strategic challenges. In addition, NWC actively supports the Navy's combat readiness through a variety of activities designed to improve the capability of Navy commanders to lead maritime, joint and combined forces. Finally, the Naval War College strengthens maritime security cooperation by bringing international naval officers together with their U.S. counterparts to build and strengthen international maritime relationships and to improve the ability of U.S. and partner nations to operate together.

**The Defense Threat Reduction Agency (DTRA)** safeguards America and its friends from weapons of mass destruction (chemical, biological, radiological, nuclear, and high explosives) by reducing the present threat and preparing for future threats. Under DTRA, Department of Defense resources, expertise and capabilities are combined to ensure the United States remains ready and able to address the present and future WMD threat environment.

# A New Maritime Strategy for Twenty-First-Century National Security

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The 37<sup>th</sup> IFPA-Fletcher Conference on National Security Strategy and Policy  
September 26-27, 2007 Washington, D.C.

*Organized by*

Institute for Foreign Policy Analysis  
International Security Studies Program of The Fletcher School,  
Tufts University

*Cosponsored by*

Naval War College  
Defense Threat Reduction Agency

We extend a cordial welcome to the latest in the series of conferences organized by the Institute for Foreign Policy Analysis (IFPA) and the International Security Studies Program (ISSP) of The Fletcher School, Tufts University.

Our goal is to encourage open and candid in-depth discussion of key national security issues. For this purpose we have brought together speakers and participants representing a broad spectrum of expertise, experience, perspectives, and knowledge.

The title of this year's conference is *A New Maritime Strategy for 21<sup>st</sup>-Century National Security*. Emphasis is placed on strategic challenges in light of the transformed security setting; operational issues, including force structure, modernization priorities, and personnel needs; perspectives from the Combatant Commands; international dimensions in an era of globalization; and the types of research and development as well as the indispensable role of industry and the private sector as we move forward with a new maritime strategy. Our goal during the next two days will be to contribute to informed discussion of these important topics.

Each of our many conferences in this series has been organized with official cosponsorship. This has included one of the military services or a military command as well as civilian U.S. agencies and offices. The Office of the Secretary of Defense for Policy, the Department of Energy, the U.S. Air Force, the Army, the Navy, the Marine Corps, the Coast Guard, U.S. Northern Command, U.S. Strategic Command and U.S. Special Operations Command have all cosponsored national security conferences with us.

For this 37<sup>th</sup> IFPA-Fletcher Conference we are pleased to have the cosponsorship of the Naval War College, as well as the Defense Threat Reduction Agency. Because this Conference offers a unique and timely forum on the challenges of maritime security, we hope that you will participate as actively as possible, both contributing to and benefiting from our discussion and dialogue.

Sincerely,



Stephen W. Bosworth  
Dean  
The Fletcher School



Robert L. Pfaltzgraff, Jr.  
President  
Institute for Foreign Policy Analysis

# A New Maritime Strategy for Twenty-First-Century National Security

The 37<sup>th</sup> IFPA-Fletcher Conference on National Security Strategy and Policy  
September 26-27, 2007 Washington, D.C.

## Day One – September 26, 2007

*Speakers in Alphabetical Order by Session*

6:45 – 8:15 AM Conference Registration  
and Informal Reception

8:15 – 8:30 AM Conference Welcome and Introduction

**Dr. Robert L. Pfaltzgraff, Jr.**, President, Institute for Foreign  
Policy Analysis, and Shelby Cullom Davis Professor of Interna-  
tional Security Studies, The Fletcher School, Tufts University

**Rear Admiral Jacob Shuford, USN**,  
President, Naval War College

8:30 – 9:15 AM Opening Keynote Address

### *Setting the Stage: Why A New Maritime Strategy?*

This opening address sets forth the rationale for a New Maritime Strategy and outlines the key issues and trends that underpin its development. It examines how the new strategy both relates to and helps to advance the National Strategy for Maritime Security and the broader U.S. National Security Strategy. The address also sets the stage for the overall conference, highlighting major themes and key questions.

**Vice Admiral John G. Morgan, Jr.**, USN, Deputy Chief of  
Naval Operations for Information, Plans and Strategy

9:15 – 10:15 AM      Session 1

## *The Transformed 21<sup>st</sup> Century Security Setting*

This session reviews key elements of the unpredictable security setting that now confronts the United States, noting how they may affect stability and security throughout the global maritime domain. This includes existing and emerging threats posed by state and non-state actors, together with the operational military requirements and mission priorities to which they give rise. Threats and challenges include terrorism, the proliferation of weapons of mass destruction (WMD) and their means of delivery, cyber-warfare, piracy, failed states, and large-scale disasters. The existing and likely future strategic landscape is surveyed with a focus on key elements of U.S. maritime strategy.

### ISSUE AREAS FOR PRESENTATIONS

The security setting since 9/11 and threats to the maritime domain

Reconciling planning for irregular warfare and conventional operations

The Long War ground-force centric model vs. off-shore Global Strike operations

Deterring, persuading, and influencing potential regional adversaries

Impact on specific naval/maritime missions and operations

### MODERATOR

**Dr. Robert L. Pfaltzgraff, Jr.**

### PANEL MEMBERS

**Dr. Jacquelyn K. Davis**, Executive Vice President, Institute for Foreign Policy Analysis, and Member, CNO Executive Panel

**Dr. Stephen E. Flynn**, Jeane J. Kirkpatrick Senior Fellow for National Security Studies, Council on Foreign Relations

**Mr. Mansoor Ijaz**, Chairman and Chief Investment Officer, Crescent Investment Management, LLC

**Dr. Robert G. Joseph**, Senior Scholar, National Institute for Public Policy and former Under Secretary of State for Arms Control and International Security

Mr. Robert D. Kaplan, National  
Correspondent, *The Atlantic Monthly*

10:15 – 10:30 AM Break

10:30 AM – 12:00 PM Session 2

## ***Globalization and the Maritime Strategy: Strategic Challenges***

Globalization, i.e., the increasing economic, trade, social, technological, cultural, and political interdependence, integration, and interaction among nations, people, and corporations around the world, has produced three effects that drive maritime strategy: (1) the growing interdependency of world markets/economies; (2) increasing global competition for energy and energy sources; and (3) the spread of violent ideologies and security threats that place in jeopardy critical interests of the United States and its key allies and partners. The fact that most governments derive legitimacy from economic growth and stability, that a dominant portion of the world's trade is shipped via oceanic routes (and associated port facilities), and that these vital sea-based transportation networks are increasingly vulnerable to disruption all point to the need for an updated, forward-looking maritime strategy that more effectively leverages U.S. Navy, Marine Corps, and Coast Guard capabilities. These issues and their implications for U.S. national security in general and maritime security in particular are addressed.

### ISSUE AREAS FOR PRESENTATIONS

- U.S. security considerations in a globalized world, including sea lane/port security
- Energy security and infrastructure protection
- Non-traditional security concerns (especially terrorist- and WMD-related)
- Implications of above for maritime security missions across the spectrum of operations (e.g., forward presence and deterrence, sea-lane protection, counter-proliferation, disaster relief and humanitarian assistance, etc.)
- Leveraging additional U.S. interagency and international frameworks to secure the global maritime commons

Space as a 21st-century strategic arena:  
implications for maritime strategy

MODERATOR

**Dr. William C. Martel**, Associate Professor of International Security Studies, The Fletcher School, Tufts University

PANEL MEMBERS

**Lieutenant General Robert R. Blackman, Jr., USMC (Ret.)**, former Commander, U.S. Marine Corps Forces Command

**Mr. Shawn J. Dilles**, Chief, Functional Operations Group, Analysis & Production Directorate, National Geospatial-Intelligence Agency

**Dr. Robert D. Hormats**, Vice Chairman of Goldman Sachs (International)

**Rear Admiral William P. Loeffler**, USN, Deputy Director, U.S. Strategic Command Center for Combating Weapons of Mass Destruction

**Mr. Vayl S. Oxford**, Director, Domestic Nuclear Detection Office, Department of Homeland Security

**Rear Admiral Kurt W. Tidd**, USN, Director, Strategic Capabilities Policy, Directorate of Defense Policy and Strategy, National Security Council

12:15 – 1:45 PM      Luncheon and Address

2:00 – 3:45 PM      Session 3

### *Operational Challenges*

Building on previous discussions, this session addresses issues such as force structure and modernization priorities, requirements for increased interoperability and connectivity among existing assets as well as identifying and developing the new capabilities that will be needed to support the emerging maritime strategy.

ISSUE AREAS FOR PRESENTATIONS

Core maritime capabilities

Getting everyone on board: coordinating with the other military services and interagency actors



Developing new doctrine and operational concepts  
 Engaging the private sector  
 Exploiting net-centric communications capabilities  
 Funding the new force: budget priorities

MODERATOR

**Mr. Robert C. Rubel**, Dean of Naval Warfare  
 Studies, Naval War College

PANEL MEMBERS

**Mr. Stephen M. Carmel**, Senior Vice President,  
 Maritime Services, Maersk Line, Limited

**Rear Admiral Dan W. Davenport**, USN, Director,  
 the Joint Innovation and Experimentation  
 Directorate, U.S. Joint Forces Command

**Lieutenant General Richard F. Natonski**, USMC, Deputy  
 Commandant for Plans, Policies and Operations

**Rear Admiral Brian M. Salerno**, USCG, Assistant  
 Commandant for Policy and Planning

**Rear Admiral Jacob Shuford**, USN,  
 President, Naval War College

3:45 – 4:00 PM      Break

4:00 – 5:45 PM      Session 4

### ***Finding the Proper Operational Mix***

This session addresses issues directly related to achieving a balanced configuration of maritime forces to cover the spectrum of likely contingencies set forth in previous sessions (e.g., marine and littoral combat platforms as well as capital ships for blue water operations and forward presence). This session also addresses maritime force structure requirements in an era in which we face state as well as non-state actors, including maritime requirements for combating terrorism.

ISSUE AREAS FOR PRESENTATIONS

Maritime forces as the enabler of Jointness  
 Missile defense

Rationalizing force structure, reviewing acquisition priorities, and identifying resource needs.

Educational and training requirements for a New Maritime Strategy

MODERATOR

**Brigadier General Russell D. Howard, USA (Ret.),**  
Director, Jebson Center for Counter Terrorism Studies, The Fletcher School, Tufts University

PANEL MEMBERS

**Lieutenant General James F. Amos, USMC,** Deputy Commandant for Combat Development and Integration, and Commanding General, Marine Corps Combat Development Command

**Mr. Seth Cropsey,** Adjunct Fellow, the Hudson Institute, Senior Advisor for Maritime Strategy, Center for Naval Analyses, and former Deputy Undersecretary of the Navy

**Vice Admiral John G. Morgan, Jr., USN**

**Admiral Patrick M. Walsh, USN,** Vice Chief of Naval Operations

**Vice Admiral J.D. Williams, USN (Ret.),** Williams Associates International, Inc. and former Deputy Chief of Naval Operations for Naval Warfare, and Commander, U.S. Sixth Fleet

**Mr. Robert Work,** Vice President, Strategic Studies, Center for Strategic and Budgetary Assessments

**6:00 – 7:00 PM      Reception**

**7:00 – 9:00 PM      Dinner and Keynote Address**

**Day Two – September 27, 2007**

8:00 – 9:00 AM Conference Registration and Informal Reception

9:00– 10:30 AM Session 5

***Combatant Command Perspectives  
on the New Maritime Strategy***

This session examines emerging regional/theater priorities as viewed by the Combatant Commands (CoComs) and their implications for maritime strategy. CoComs share their views on what the new strategy means for the various Component Commands in support of enhanced maritime security. Special emphasis is paid to cooperative arrangements and partnerships with allies and coalition partners, particularly as they relate to the global war on terror, maritime intercept operations including Proliferation Security Initiative (PSI) activities, heightened intelligence sharing, missile defense collaboration, and other theater security cooperation needs and efforts.

## ISSUE AREAS FOR PRESENTATIONS

- Theater CoCom planning and global force posture considerations
- Developing command and control and intelligence architectures to ensure seamless and persistent operations
- The role of PSI in combating WMD and terrorism
- Missile defense architectures and shared early warning
- Theater security cooperation and security assistance priorities

## MODERATOR

**Dr. Jacquelyn K. Davis**

## PANEL MEMBERS

**Admiral Timothy J. Keating, USN,**  
Commander, U.S. Pacific Command

**General Gene Renuart, USAF, Commander,**  
U.S. Northern Command

**General Norton A. Schwartz, USAF, Commander,**  
U.S. Transportation Command

**Major General Glenn F. Spears, USAF, Deputy**  
Commander, U.S. Southern Command

10:30 – 10:45 AM Break

10:45 AM – 12:15 PM Session 6

## *International Perspectives: Developing Global Maritime Partnerships*

This session discusses the international dimensions of maritime strategy and the role of U.S. allies and coalition partners. Representatives of such countries share their perspectives on maritime strategy and options for enhanced cooperative relationships with the United States. This includes the prospects for, and approaches to, leveraging allied/partner capabilities, intelligence sharing and greater maritime domain awareness, missile defense cooperation, and support for multinational humanitarian/disaster relief operations. Panelists discuss lessons learned from recent collaborative activities and their potential application to the New Maritime Strategy. The panel also examines the role played by alliances such as NATO and by more informal frameworks for cooperation.

### ISSUE AREAS FOR PRESENTATIONS

- Allied perspectives on maritime strategy
- Rationalizing capabilities and developing operational concepts with key U.S. partners
- Rules of engagement and operational constraints on U.S.-allied planning
- Forging a strategic partnership with rising powers
- Information sharing and technology transfer considerations and constraints
- Deterrence and missile defense as aspects of allied reassurance and U.S. counter-proliferation strategy

### MODERATOR

**Dr. Charles M. Perry**, Vice President and Director of Studies, the Institute for Foreign Policy Analysis, Inc.

### PANEL MEMBERS

**Mr. Joseph Benkert**, Principal Deputy Assistant Secretary of Defense for Global Security Affairs

**Commodore Vincenzo (Vince) E.B. Di Pietro, CSC, RAN,**  
Naval Attaché and Assistant Defence  
Attaché, Embassy of Australia

**Mr. Walter F. Doran,** President, Raytheon Asia, Raytheon  
International and former Commander, United States Pacific Fleet

**Rear Admiral Carlton “Bud” Jewett, USN,** Commander,  
Navy Warfare Development Command

**Commodore Parasurama Naidu Murugesan,**  
Naval Attaché, Embassy of India

**Rear Admiral Kadir Sağdıç,** Commander, Naval Training  
and Education Command, Republic of Turkey

**Rear Admiral Philip Wilcocks, CB DSC,** Chief  
of Staff (Capability), the United Kingdom

**Rear Admiral Masanori Yoshida, JMSDF,** Defense  
and Naval Attaché, Embassy of Japan

12:30 – 2:00 PM      Luncheon and Address

**Admiral Thad W. Allen, USCG,** Commandant,  
United States Coast Guard

2:15 – 4:00 PM      Session 7

### ***Developing, Building, and Maintaining the Requisite Naval/Maritime Force Structure***

Providing the maritime force structure presents a growing challenge as the U.S. naval research and development (R&D) community and the defense technology/industrial infrastructure face workload reductions and loss of expertise. This final session focuses on constraints on the development and procurement of needed technologies and weapon systems and on what can be done to ease or overcome them. Panelists from the U.S. government and from the private sector address the state of the U.S. R&D and manufacturing base as it relates to key naval and maritime platforms and supporting capabilities. In addition, industry panelists discuss the prospects for, and constraints upon, improved U.S.-allied industrial collaboration in the maritime sector. The session concludes with a discussion of what is needed to ensure that the U.S. (and allied) defense industrial base retains the capac-

ity to design, produce, bring to market, and maintain over time naval and broader maritime forces sufficient to meet the challenges outlined in the new strategy.

#### ISSUE AREAS FOR PRESENTATIONS

- Sustaining a robust U.S. R&D and defense industrial base
- Reconciling budget constraints with modernization needs
- New approaches/concepts for ship building and aircraft design
- Developing critical skills for naval personnel to meet 21<sup>st</sup> century challenges
- Opportunities and potential vulnerabilities of buying off-shore
- Identifying and assigning priorities for essential mission capability sets
- Promoting the vital security role of the private sector

#### MODERATOR

**Dr. Peter Dombrowski**, Professor and Chair,  
Strategic Research Department, Center for Naval  
Warfare Studies, Naval War College

#### PANEL MEMBERS

**Mr. Wes Bush**, President and Chief Operating  
Officer, Northrop Grumman Corporation

**Dr. Lawrence J. Cavaola**, President,  
Cavaola and Associates, LLC

**Mr. Bran Ferren**, Co-Chairman, Applied Minds,  
and Member, CNO Executive Panel

**Rear Admiral William E. Landay III**,  
USN, Chief of Naval Research

**Mr. John O'Neill**, Executive Vice President, Maritime  
Systems and Sensors, Lockheed Martin Corporation

**Mr. Daniel L. Smith**, Vice President, Raytheon and  
President, Raytheon's Integrated Defense Systems

**4:00 – 4:15 PM**      **Closing Remarks**

**Dr. Robert L. Pfaltzgraff, Jr.**

**Rear Admiral Jacob Shuford, USN**

## *Speaker Biographies*

*(in alphabetical order)*

**Admiral Thad W. Allen, USCG** is Commandant, United States Coast Guard. Previous assignments include: Coast Guard Chief of Staff and Commanding Office, Coast Guard Headquarters; Commander, Coast Guard Atlantic Area, Fifth Coast Guard District; Commander, Seventh Coast Guard District; Assistant Division Chief, Programs Division, Office of the Chief of Staff, Coast Guard Headquarters; Intelligence Watch Officer, DEA/INS El Paso Intelligence Center; and Captain of the Port/Group Long Island Sound, Connecticut. He also served as the Chairman of the Department of Homeland Security's Joint Requirements Council from 2003 to 2006 and was designated the Principal Federal Official for Hurricane Katrina response and recovery operations in Louisiana, Mississippi and Alabama. He earned a B.A. from the U.S. Coast Guard Academy, an M.P.A. from George Washington University, and an M.S. from the Sloan School of Management of the Massachusetts Institute of Technology.

**Lieutenant General James F. Amos, USMC** is Deputy Commander, Combat Development and Integration, and Commanding General, Marine Corps Combat Development Command. Previous assignments include: Assistant Deputy Commandant for Plans, Policies and Operations Department, Headquarters, Marine Corps; Chief of Staff, U.S. Joint Task Force Noble Anvil during the air campaign over Kosovo; Commander, NATO's Kosovo Verification Coordination Center. He has received numerous awards and decorations, including: the Distinguished Service Medal; Defense Superior Service Medal; Legion of Merit (two awards); Bronze Star; Meritorious Service Medal; Joint Service Commendation Medal; and the Navy and Marine Corps Achievement Medal. He earned a B.A. from the University of Idaho.

**Joseph A. Benkert** is Principal Deputy Assistant Secretary of Defense for Global Security Affairs. Previously, Mr. Benkert served as Deputy Director and Director, Defense Reconstruction Support Office and Defense Support Office-Iraq, and Deputy Chief of Operations for the Coalition Provisional Authority's Washington office. His career in the Navy includes: commanding two destroyer squadrons, a guided missile cruiser, and a frigate; Executive Director, Chief of Naval Operations Executive Panel; and Senior Military Assistant and Director, European Policy, Office of the Under Secretary of Defense for Policy. He earned a B.A. from the United States Naval Academy and an M.P.P. from the John F. Kennedy School of Government, Harvard University.

**Lieutenant General Robert R. Blackman, Jr., USMC (Ret.)** is the former Commander, U.S. Marine Corps Forces Command. Previous assignments include: Commander, III Marine Expeditionary Force; Commander, Marine Corps Bases, Japan; Commander, Marine Forces, Japan; Chief of Staff, Coalition Forces Land Component Command during Operation Iraqi Freedom; Commander, 2nd Marine Division; President, Marine Corps University; Military Assistant, Secretary of the

Navy; and Head, Current Operations, Headquarters Marine Corps. He received a B.A. from Cornell University.

**Wes G. Bush** is President, Chief Operating Officer, Member of the Corporate Policy Council, and President of the Space Technology Sector, Northrop Grumman Corporation. He was also Northrop Grumman's Chief Financial Officer and the Executive Vice President. In addition, he held senior positions with the Aerospace Corporation and Comsat Labs. Mr. Bush earned a B.S. and an M.S. in Electrical Engineering from the Massachusetts Institute of Technology and he completed the UCLA Anderson School Executive Management Program.

**Stephen M. Carmel** is Senior Vice President, Maritime Services, Maersk Line, Limited. He also held positions in operations and finance for U.S. Marine Management, Inc. and Maersk Line, Limited. Mr. Carmel is a member of the Chief of Naval Operations Executive Panel, the International Maritime, Ports and Logistics Management Institute Advisory Council, and the Advisory Board for the College of Engineering at Old Dominion University. He has a B.A. from the U.S. Merchant Marine Academy and an M.A. in Economics and an M.B.A. in International Finance from Old Dominion University. He is also a Certified Management Accountant.

**Dr. Lawrence J. Cavaiola** is President, Cavaiola & Associates, LLC. Previously, he was Chairman and Chief Executive Officer, Thales North America, Inc., founding President of the Northrop Grumman Ship Systems Full Service Center, and Vice President for Strategic and Business Development for Northrop Grumman's shipbuilding sector. Dr. Cavaiola also was Principal Analyst, the Congressional Budget Office and Deputy Staff Director, the Committee on Armed Services, House of Representatives, Deputy Undersecretary of Defense for Acquisition Operations, and Special Assistant to the Secretary and Deputy Secretary of Defense. Dr. Cavaiola served for ten years in the U.S. Navy and is currently a member of the Chief of Naval Operations Executive Panel and a Senior Associate with the Center for Strategic and International Studies. He earned a B.A. from the United States Naval Academy and an M.S. and Ph.D. in Operations Research from The Johns Hopkins University.

**Seth Cropsey** is an Adjunct Fellow, the Hudson Institute, Senior Advisor for Maritime Strategy, Center for Naval Analyses, and former Deputy Undersecretary of the Navy. He served as Principal Deputy Assistant Secretary of Defense, Special Operations and Low-Intensity Conflict, and Assistant to the Secretary of Defense Caspar Weinberger. In addition to government service, Mr. Cropsey reported for Fortune magazine and was Director, the Asia Studies Center, the Heritage Foundation. His articles have appeared in *Commentary*, *Foreign Affairs*, *The Public Interest*, *The National Interest*, *The Wall Street Journal*, *The Washington Post*, and *The Washington Times*. Mr. Cropsey served as an officer in the Naval Reserve from 1984 to 2004.

**Rear Admiral Dan W. Davenport**, USN is Director, the Joint Innovation and Experimentation Directorate, U.S. Joint Forces Command. Previous assignments include: Head of the Air Dominance Integrated Warfare Architecture, Assessment Division; Executive Assistant to the Deputy Chief of Naval Operations for Resources, Requirements and Assessments; Executive Assistant to the Chief of Naval Oper-



ations; Commander, Destroyer Squadron 15; Commander, USS *Ramage*; Executive Officer, USS *Ticonderoga*. He has received numerous awards and decorations, including: the Legion of Merit (four awards); Defense Meritorious Service Medal; Meritorious Service Medal (three awards); Navy Commendation Medal; and the Navy Achievement Medal (two awards). He earned a B.A. from the United States Naval Academy.

**Dr. Jacquelyn K. Davis** is Executive Vice President, the Institute for Foreign Policy Analysis, and a member of the Chief of Naval Operations Executive Panel. Dr. Davis is an authority on consequence management planning, maritime security issues, force planning and military technology, U.S.-allied security relations in NATO-Europe, the Persian Gulf, and the Asia-Pacific, and counterproliferation and deterrence issues. She has written and lectured extensively on issues of naval strategy and maritime power. Her recent publications include: *Alliance Diversification & the Future of the U.S.-Korean Security Relationship* (co-author); *Central Asia in U.S. Strategy and Operational Planning: Where Do We Go From Here?* (co-author); and *Reluctant Partners and Competitive Allies: U.S.-French Relations at the Breaking Point?* Dr. Davis was the National Chairperson, the Defense Advisory Committee on Women in the Services from 1986 to 1988. She is also a member of the Council on Foreign Relations and the International Institute for Strategic Studies. Dr. Davis earned an M.A. and Ph.D. in International Relations from the University of Pennsylvania.

**Shawn J. Dilles** is Chief, Functional Operations Group, Analysis & Production Directorate, National Geospatial-Intelligence Agency (NGA). Previously, Mr. Dilles served in several positions at the National Geospatial-Intelligence Agency: Director and Deputy Director, Office of Global Navigation; Deputy Director, Office of Warning; Chief, Economic and Environmental Security Division, Transnational Issues Office; NGA lead supporting Phase IV during Operation Iraqi Freedom; Chief, Unified Operations Division; and Deputy Chief, Joint Military Operations Division. He began his career as an Imagery Analyst at the Central Intelligence Agency. He earned a B.S. in Geology from Rutgers University and an M.S. in Geology from the University of Ottawa.

**Commodore Vincenzo E.B. Di Pietro, CSC, RAN** is Naval Attaché, Embassy of Australia. Previous assignments include: Director of Studies-Navy, Australian Command and Staff College; Chief of Staff, Commander Australian Navy Aviation; Commander, HMAS Stirling and Fleet Base West; and Deputy Commander, Australian Naval Aviation Force and Commander Aviation Operations at Naval Air Station NOWRA. He has received numerous awards and decorations, including: the Peter Mitchell Prize; Commander Australian Defence College Medallion; and the Conspicuous Service Cross. He earned an M.A. in Strategic Studies from the Australian Defence College Centre for Defence and Strategic Studies.

**Dr. Peter Dombrowski** is Professor and Chair, Strategic Research Department, Center for Naval Warfare Studies, Naval War College. He was also the Editor of the Naval War College Press and Coeditor of *International Studies Quarterly*. In addition, he taught in the Political Science Department, Iowa State University and served as a defense policy analyst with Analytic Services, Inc. (ANSER). Dr. Dombrowski is the author of over thirty journal articles, books, book chapters,

and government reports on national security, international relations, and foreign economic policy. He received his B.A. from Williams College and an M.A. and Ph.D. from the University of Maryland, College Park.

**Walter F. Doran** is President, Raytheon Asia, Raytheon International. Prior to joining Raytheon, Mr. Doran served in the U.S. Navy retiring at the rank of Admiral. He formerly commanded the U.S. Pacific Fleet and the U.S. Seventh Fleet. He also served as Assistant to the Chairman of the Joint Chiefs of Staff and as Deputy Commander, U.S. Southern Command. He earned a B.A. from Villanova University and an M.A. from both Oklahoma University and Madras University in India.

**Bran Ferren** is Founder and Co-Chairman, Applied Minds Inc., and Member, the Chief of Naval Operations Executive Panel. Prior to establishing Applied Minds, he headed Associates & Ferren, and was a consultant to Walt Disney Imagineering. He is also a member of the Army Science Board, the National Reconnaissance Organization Advisory Council, and the National Security Agency Science Advisory Council. He is a voting member of the Academy of Motion Picture Arts and Sciences, and the Academy of Television Arts and Sciences. He has won three Academy Awards for technical achievement in film. Mr. Ferren attended the Massachusetts Institute of Technology.

**Dr. Stephen E. Flynn** is the Jeane J. Kirkpatrick Senior Fellow for National Security Studies, Council on Foreign Relations. Dr. Flynn is also a Consulting Professor, the Center of International Security and Cooperation, Stanford University and a Senior Fellow, the Risk Management and Decision Processes Center, the Wharton School, University of Pennsylvania. He served in the White House Military Office during the George H.W. Bush Administration and as Director, Global Issues, National Security Council during the Clinton Administration. Dr. Flynn served in the U.S. Coast Guard on active duty for twenty years. He earned a B.A. from the U.S. Coast Guard Academy and an M.A.L.D. and a Ph.D. in International Politics from The Fletcher School of Law and Diplomacy, Tufts University.

**Dr. Robert Hormats** is Vice Chairman, Goldman Sachs (International) and Managing Director, Goldman, Sachs & Co. Previously, he served as Assistant Secretary of State for Economic and Business Affairs, Ambassador and Deputy U.S. Trade Representative, and Senior Deputy Assistant Secretary for Economic and Business Affairs, the Department of State. His publications include: Abraham Lincoln and the Global Economy; American Albatross: The Foreign Debt Dilemma; and Reforming the International Monetary System. He is a member of the Council on Foreign Relations, the Irvington Institute for Immunological Research, The Economic Club of New York, and Freedom House. He was the recipient of the French Legion of Honor and Arthur Fleming Award. He earned a B.A. from Tufts University in Economics and Political Science, and an M.A. and a Ph.D. in International Economics from The Fletcher School, Tufts University.

**Brigadier General Russell D. Howard, USA (Ret.)**, Director, Jebson Center for Counter Terrorism Studies, The Fletcher School, Tufts University. Prior to this position, he served for over thirty years with the U.S. Army. Assignments included: Head and Deputy Head, Department of Social Sciences and Founding Director, the Combating Terrorism Center, United States Military Academy, West Point; Commander, 1st Special Forces Group (airborne); Assistant to the Special Rep-

representative to the Secretary General during UNOSOM II in Somalia. He earned a B.S. in Industrial Management from San Jose State University, a B.A. in Asian Studies from the University of Maryland, an M.A. in International Management from the Monterey Institute of International Studies, and an M.P.A. from Harvard University.

**Mansoor Ijaz** is Chairman and Chief Investment Officer, Crescent Investment Group, a private equity group investing in technologies that protect vital infrastructure against terrorist threats. He has contributed to the editorial pages of *The Financial Times*, *The Wall Street Journal*, *The New York Times*, *The Los Angeles Times*, *The Washington Post*, *The International Herald Tribune*, *Newsweek International*, *The Christian Science Monitor*, *The Weekly Standard*, and *National Review*. Mr Ijaz serves on the College Foundation Board of Trustees, the University of Virginia, on the board of the Atlantic Council of the United States, and is a member of the Council on Foreign Relations. He earned a B.A. in Physics from the University of Virginia and an M.S. in Mechanical Engineering from the Massachusetts Institute of Technology.

**Rear Admiral Carlton "Bud" Jewett**, USN is Commander, Navy Warfare Development Command. Previous assignments include: Commander, Carrier Group ONE; Deputy Director, Political Military Affairs-Middle East, the Joint Staff; Commander, Carrier Air Wing 17. He has received numerous awards and decorations including: the Defense Superior Service Medal; Legion of Merit (three awards); Defense Meritorious Service Medal; Meritorious Service Medal; Air Medal; and the Navy Commendation Medal (four awards). He earned a B.S. in Electrical Engineering from the United States Naval Academy and an M.S. in Aeronautical Engineering from the U.S. Naval post Graduate School and the U.S. Naval Test Pilot School.

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