



Civil-Military Challenges in Modern War

May 3-4, 2024

U.S. Army War College Root Hall, Carlisle Barracks, PA

Tentative Conference Program

FRIDAY, MAY 3 (PUBLIC DAY)

0830 – 0900	Opening Remarks and Welcome	Bliss Hall
0900 – 1000	Keynote Address and Fireside Chat <i>Keynote Speaker TBA</i> <i>Dr. Peter Feaver (moderator)</i>	Bliss Hall
1000 – 1030	Break	
1030 – 1200	Plenary Session: Who Fights in Modern War? <i>Dr. Risa Brooks, Marquette University</i> <i>Dr. Meredith Kleykamp, University of Maryland</i> <i>Dr. Paul Scharre (Center for a New American Security)</i> <i>COL Eric Reid, USMC (moderator)</i>	Bliss Hall
1200 – 1330	Lunch	
1330 – 1500	Plenary Session: Industry, Technology and Modern War <i>Dr. David Burbach (Naval War College)</i> <i>Dr. Erin Simpson, OSD</i> <i>Dr. Douglas Winton, Eisenhower War College</i> <i>Prof Dakota Rudesill, Ohio State University (moderator)</i>	Bliss Hall
1500 – 1530	Break	
1530 – 1700	Plenary Session: Modern War at Home <i>Dr. Lindsay Cohn, Naval War College</i> <i>Mr. Bishop Garrison, INSA</i> <i>Dr. Carrie Lee, US Army War College</i> <i>Dr. Heidi Urben, Georgetown (moderator)</i>	Bliss Hall
1700 – 2000	Happy Hour and Dinner <i>The Honorable Michèle Flournoy, keynote</i> <i>Dr. Carrie Lee (moderator)</i>	Root Hall



SATURDAY, MAY 4 (RESEARCH DAY)

0830 – 0930	Plenary Session: Fireside Chat on the Future of War <i>Dr. P.W. Singer</i> <i>Dr. Carrie Lee (moderator)</i>	Bliss Hall
0930 – 0945	Break	
0945 – 1100	Panel Session A	Various
1100 – 1115	Break	
1115 – 1230	Panel Session B	Various
1230 – 1330	Lunch	
1330 – 1445	Panel Session C	Various
1445 – 1500	Break	
1500 – 1615	Panel Session D	Various
1615 – 1630	Closing Remarks and Farewell	Bliss Hall



The Honorable Michèle Flournoy is Co-Founder and Managing Partner of WestExec Advisors, and former Co-Founder and Chief Executive Officer of the Center for a New American Security (CNAS), where she currently serves as Chair of the Board of Directors.

Michèle served as the Under Secretary of Defense for Policy from February 2009 to February 2012. She was the principal advisor to the Secretary of Defense in the formulation of national security and defense policy, oversight of military plans and operations, and in National Security Council deliberations. She led the development of the Department of Defense's 2012 Strategic Guidance and represented the Department in dozens of foreign engagements, in the media and before Congress. Prior to confirmation, Michèle co-led President Obama's transition team at the Defense Department.

In January 2007, Michèle co-founded CNAS, a bipartisan think tank dedicated to developing strong, pragmatic and principled national security policies. She served as CNAS' President until 2009, and returned as CEO in 2014. In 2017, she co-founded WestExec Advisors, a strategic advisory firm. Previously, she was senior advisor at the Center for Strategic and International Studies for several years and, prior to that, a distinguished research professor at the Institute for National Strategic Studies at the National Defense University (NDU). In the mid-1990s, she served as Principal Deputy Assistant Secretary of Defense for Strategy and Threat Reduction and Deputy Assistant Secretary of Defense for Strategy.

Michèle is the recipient of numerous honors and awards, including: the American Red Cross Exceptional Service Award in 2016; the Department of Defense Medal for Distinguished Public Service in 1998, 2011, and 2012; the Chairman of the Joint Chiefs of Staff's Joint Distinguished Civilian Service Award in 2000 and 2012; the Secretary of Defense Medal for Outstanding Public Service in 1996; and CARE's Global Peace, Development and Security Award in 2019. She has edited several books and authored dozens of reports and articles on a broad range of defense and national security issues. Michèle appears frequently in national and international media, including CNN's State of the Union, ABC's This Week, NBC's Meet the Press, BBC News, NPR's Morning Edition and All Things Considered and PBS' News Hour, and is frequently quoted in top tier newspapers.

Michèle serves on the boards of Booz Allen Hamilton, Amida Technology Solutions, The Mission Continues, Spirit of America, The U.S. Naval Academy Foundation, CARE, and sits on the Honorary Advisory Committee of The Leadership Council for Women in National Security. Michèle is also a former member of the President's Intelligence Advisory Board, the CIA Director's External Advisory Board, and the Defense Policy Board, and is currently a member of the Council on Foreign Relations and the Aspen Strategy Group, and is a Senior Fellow at Harvard's Belfer Center for Science and International Affairs. Michèle earned a bachelor's degree in social studies from Harvard University and a master's degree in international relations from Balliol College, Oxford University, where she was a Newton-Tatum scholar.



Peter Warren Singer is Strategist and Senior Fellow at New America. He has been named by the Smithsonian as one of the nation's 100 leading innovators, by Defense News as one of the 100 most influential people in defense issues, by Foreign Policy to their Top 100 Global Thinkers List, and as an official "Mad Scientist" for the U.S. Army's Training and Doctrine Command.

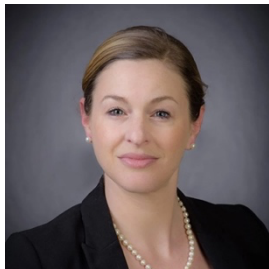
Peter W. Singer is the author of multiple best-selling, award winning books. His non-fiction books include *Corporate Warriors: The Rise of the Privatized Military Industry*, *Children at War*, *Wired for War: The Robotics Revolution and Conflict in the 21st Century*; *Cybersecurity and Cyberwar: What Everyone Needs to Know* and most recently *LikeWar*, which explores how social media has changed war and politics. It was named an *Amazon and Foreign Affairs* book of the year and reviewed by *Booklist* as "LikeWar should be required reading for everyone living in a democracy and all who aspire to." He is also the co-author of a novel type of novel, using the format of a technothriller to communicate nonfiction research. His first *Ghost Fleet: A Novel of the Next World War* which was both a top summer read and joined the professional reading list of every branch of the US military, leading to briefings everywhere from the White House to the Pentagon. His latest is *Burn-In: A Novel of the Real Robotic Revolution*(2020). It has been described by the creator of *Lost* and *Watchmen* as "a visionary new form of storytelling—a rollercoaster ride of science fiction blended with science fact," and by the head of Army Cyber Command as "I loved *Burn-In* so much that I've already read it twice."



Dr. Risa Brooks is Allis Chalmers Professor of Political Science at Marquette University, a senior fellow at West Point's Modern War Institute, and a fellow in the International Security Program at New America. She is the author of *Shaping Strategy: The Civil-Military Politics of Strategic Assessment*, coeditor (with Elizabeth Stanley) of *Creating Military Power: The Sources of Military Effectiveness*, and most recently, coeditor (with Lionel Beehner and Daniel Maurer) of *Reconsidering American Civil-Military Relations: Politics, Society and Modern War*. Her research and commentaries have appeared in venues such as *Foreign Affairs*, *War on the Rocks*, *The Washington Post*, *The New York Times* and in the academic journals *International Security*, *Annual Review of Political Science*, *Journal of Strategic Studies*, and *Security Studies*. Prof. Brooks received her Ph.D. from the University of California, San Diego, and formerly held positions as research associate at the International Institute for Strategic Studies, London, U.K. and postdoctoral fellow at Stanford's Center for International Security and Cooperation. Her primary research focus is on the U.S. and comparative civil-military relations.



Dr. David T. Burbach teaches the politics of U.S. foreign policy, space security and international relations. His scholarly interests include civil-military relations, defense planning and the relationship between international security and technology, particularly space and nuclear policy. Before joining the Naval War College faculty in 2007, he taught at the Army's School of Advanced Military Studies and also worked for several policy analysis and information technology organizations. He holds a PhD in Political Science from the Massachusetts Institute of Technology, and a BA in Government from Pomona College.



Dr. Lindsay P. Cohn has been an Associate Professor at the U.S. Naval War College since 2014. Before that she was a Council on Foreign Relations International Affairs Fellow working in counterterrorism at the Department of Defense, an assistant professor at the University of Northern Iowa, a postdoctoral fellow at the SAIS Center for Transatlantic Relations and the Berlin SWP, and a pre-doctoral fellow at Harvard's Olin Institute for Strategic Studies. Her work focuses on civil-military relations, particularly issues of personnel/recruiting, public opinion, domestic policing and militarization, and democratic norms/governance. She holds a Ph.D. in political science from Duke. She is currently working on a monograph on the normative theory of a democratic military professional ethic, and a book project on the civil-military relations of domestic use of federal force for policing in the U.S.



Dr. Peter D. Feaver is a Professor of Political Science and Public Policy at Duke University. He is Director of the Duke Program in American Grand Strategy and co-PI of the America in the World Consortium. Dr. Feaver is author of the forthcoming book *Thanks for Your Service: The Causes and Consequences of Public Confidence in the Military*; *Armed Servants: Agency, Oversight, and Civil-Military Relations*; and *Guarding the Guardians: Civilian Control of Nuclear Weapons in the United States*. He is co-author, with Christopher Gelpi and Jason Reifler, of *Paying the Human Costs of War*; with Susan Wasiolek and Anne Crossman, of *Getting the Best Out of College*; and with Christopher Gelpi, of *Choosing Your Battles: American Civil-Military Relations and the Use of Force*. He has published numerous other monographs, scholarly articles, book chapters, and policy pieces on grand strategy, American foreign policy, public opinion, nuclear proliferation, civil-military relations, and cybersecurity. Dr. Feaver served on the National Security Council staff in both the Clinton (as a Director for Defense Policy and Arms Control, 1993-1994) and Bush (as Special Advisor for Strategic Planning and Institutional Reform, 2005-2007) administrations. He is a member of the Aspen Strategy Group. He received his Ph.D. from Harvard University in 1990.



Mr. Bishop Garrison is a senior national security executive, veteran, and writer who has served in the military, presidential administrations and campaigns, the nonprofit community, and the private sector throughout his 20-year career. He is a graduate of West Point and William and Mary Law School. He previously served as the Senior Advisor to the Secretary of Defense for Human Capital and Diversity, Equity, and Inclusion. Currently, he serves as a private industry tech executive focused on responsible and ethical use of artificial intelligence policies as well as engagement strategies on building trust between industry, communities, and government regarding the use of AI technologies.



Dr. Meredith Kleykamp is a Professor of Sociology at the University of Maryland and Director of the Center for Research on Military Organization. She is also a faculty associate of the Maryland Population Research Center (MPRC). Prior to joining the Maryland faculty in 2010, she was an assistant professor at the University of Kansas, and previously taught at the United States Military Academy (West Point). She received a PhD from Princeton University in 2007, and a BA in sociology from the University of Texas at Austin. Dr. Kleykamp's primary research program focuses on the military as a unique labor market institution, and draws conceptual and methodological inspiration from past collaborative work on the prison as a labor market institution. Fundamentally, she is interested in understanding why people join the military and how military service influences their lives, especially in the current context of multiple wars fought with a small volunteer force. Her work has been published in journals such as *American Sociological Review*, *Future of Children*, *Social Forces*, *Social Problems*, and *Armed Forces and Society* among others.



Dr. Carrie A. Lee is an associate professor at the U.S. Army War College, where she serves as the Chair of the Department of National Security and Strategy and co-director of the Center on Civil-Military Relations. She specializes in democracy and foreign policy decision-making, public opinion and foreign policy, and technology and war. Dr. Lee's award-winning research and writing has appeared in publications such as *Foreign Affairs*, *War on the Rocks*, *Armed Forces and Society*, *Texas National Security Review*, *International Politics*, *Orbis*, and *The Washington Post*. In addition to her work at the Army War College, Dr.

Lee is a contributing editor for *War on the Rocks*, adjunct professor with Columbia University's School of International and Public Affairs, and a fellow with the Truman National Security Project, Center for a New American Security, and West Point's Modern War Institute. She holds a Ph.D. from Stanford University in 2015, and a BS from the Massachusetts Institute of Technology.



Colonel Eric Reid is a career Marine infantry officer. He graduated with distinction from the U.S. Naval Academy with an honors degree in History. His operational Marine Corps assignments include company command in Iraq; duty as a Battalion Landing Team operations officer; and command of 1st Battalion, 2d Marines. His staff assignments include instructor duty at the Marine Corps Infantry Officer Course; duty as *aide-de-camp* to the Commander, U.S. Marine Forces Central Command / Commanding General, I Marine Expeditionary Force; a military congressional fellowship; deployment as a future campaign planner,

ISAF Joint Command (IJC) in Kabul, Afghanistan; duty as the U.S. Central Command Strategic Analysis Branch Chief; and Deputy Assistant Chief of Staff G-3 (Operations) at 2d Marine Division. Col Reid holds masters degrees from Boston University, Kansas State University, and the U.S. Army Command & General Staff College.



Professor Dakota Rudesill is a scholar, practitioner, and teacher of legislation and national security law and policy. His scholarship has appeared or is forthcoming in the *Georgetown Law Journal*, *Stanford Journal of International Law*, *Yale Journal of International Law*, *Harvard National Security Journal*, *Georgetown Journal of Law & Public Policy*, and the *Washington University Law Review*, among others. Professor Rudesill is a member of the editorial board of the peer-review *Journal of National Security Law and Policy*. He has served as Chair of the National Security Section of the American Association of Law

Schools (AALS). Particular areas of emphasis in his work are intelligence and secrecy (including secret law), arms control and nuclear weapons, legislation, and the experiential "learning-by-doing" training of professionals. Professor Rudesill has advised senior leaders in all three branches of the federal government. He served in the Office of the Director of National Intelligence (ODNI), and on the President's Detention Policy Task Force at the U.S. Department of Justice. Prior to coming to Ohio State, from 2010 to 2013, Professor Rudesill was Visiting Associate Professor at Georgetown Law Center, and directed the Federal Legislation & Administrative Clinic. He received his BA from St. Olaf College and JD from Yale Law School.



Dr. Paul Scharre is the Executive Vice President and Director of Studies at the Center for a New American Security. He is the award-winning author of *Four Battlegrounds: Power in the Age of Artificial Intelligence* and *Army of None: Autonomous Weapons and the Future of War*. TIME magazine named him in 2023 as one of the “100 most influential people in AI.” Scharre previously worked in the Office of the Secretary of Defense (OSD) where he played a leading role in establishing policies on unmanned and autonomous systems and emerging weapons technologies. Scharre was involved in the drafting of policy guidance in the 2012 Defense Strategic Guidance, 2010 Quadrennial Defense Review, and secretary-level planning guidance. Prior to joining OSD, Scharre served as a special operations reconnaissance team leader in the Army’s 3rd Ranger Battalion and completed multiple tours to Iraq and Afghanistan. He is a graduate of the Army’s Airborne, Ranger, and Sniper Schools and Honor Graduate of the 75th Ranger Regiment’s Ranger Indoctrination Program. Dr. Scharre holds a PhD in war studies from King’s College London and an MA in political economy and public policy and a BS in physics from Washington University in St. Louis.



Dr. Erin Simpson is a dynamic leader working at the intersection of strategy, technology, and national security, with a particular interest in acquisition, the defense industrial base, and the future of war. She recently joined the US Dept of Defense as a Senior Advisor for Industrial Base Policy. As a Director of Strategic Planning at Northrop Grumman, Dr. Simpson supported a number of projects related to major defense acquisition programs and strategy deployment. She oversaw strategy teams focused on missile warning and defense, space launch, space-based ISR, and strategic missiles and facilitated regular meetings with key stakeholders across multiple sites and security levels. Prior to joining the private sector, Dr. Simpson served as the Strategic Advisor to ISAF’s Counterinsurgency Advisory and Assistance Team, where she regularly advised senior military commanders throughout Afghanistan on issues related to campaign metrics, strategic assessments, local-defense forces, and illicit networks. Before deploying to Afghanistan she served as an Assistant Professor of National Security Affairs at the US Marine Command and Staff College in Quantico, VA. Dr. Simpson holds a PhD in Political Science from Harvard University and a BA in Political Science and International Studies from the University of Kansas.



Dr. Heidi A. Urben is Professor of the Practice and Director of External Education and Outreach in the Security Studies Program at Georgetown University. She is also a Senior Associate (Non-Resident) at the Center for Strategic and International Studies, a member of the Council on Foreign Relations, and a member of the Defense Advisory Committee on Diversity and Inclusion. Prior to assuming her current position at Georgetown, she served as a Chamberlain Fellow at Howard University. A retired U.S. Army colonel, she served over 23 years on active duty, which included two combat deployments to Afghanistan, a peacekeeping deployment to Bosnia-Herzegovina, multiple tours in the Pentagon, and command of a military intelligence brigade. Her research interests focus on civil-military relations, military and defense policy, and national security, and her book, *Party, Politics, and the Post-9/11 Army*, was published with Cambria Press in 2021. She holds a Ph.D. in government from Georgetown University.



Dr. Douglas W. Winton joined the Eisenhower School faculty in 2022 after a 31-year career in the Army which included two years teaching Economics at the United States Military Academy and culminated with seven years teaching Military Strategy at the Army War College. While there he served as the Chair of the Department of Military Strategy, Planning, and Operations for four years and as the Henry L. Stimson Chair of Military Studies for three. His PhD is in International Relations from the Johns Hopkins University School of Advanced International Studies. His work has been published in *Parameters*, *Joint Force Quarterly*, and other branch/field journals. He holds an Master of Arts in International Relations from Johns Hopkins University and a Master of Strategic Studies from the U.S. Army War College.



Panel Session A

Saturday, May 4 0945 - 1100

Panel A1: Civilian Control in Polarized Times Lecture Hall 1 (1147)

Moderator:

William T. Howe (Texas Tech University), “Communicating with Contempt Toward Civilian Organizations”

Jennifer Alessio (US Army War College), “Learning to Guard the Guardians: The Public’s Preference for Adherence to Civil-Military Norms”

Stephen K Trynosky (George Washington University), “Averting a Collision: Preemptively Rebalancing Federal Oversight of the Army’s Reserve Components in an Era of Political Hyper-Polarization”

Ryan Wadle (US Naval War College), “The Silent Service or a Service Silenced? The US Navy and the Contemporary Challenges of Political and Public Advocacy”

Panel A2: The All-Volunteer Force in the Modern Era Lecture Hall 2 (1148)

Moderator:

Vince Shaw (US Military Academy) and Will Putt (US Military Academy), “Holdover from the Draft: Institutional Reluctance to Change and its Effect on Labor Market Competitiveness”

Kevin Green (US Navy Ret), Peter Cooke (US Army Ret), Dennis Laich (US Army Ret), and Margaret Wilmoth (US Army Ret), “Systematic Shortcomings of the All-Volunteer Force Model that Adversely Affect America’s National Security”

Kevin Green (US Navy Ret), Peter Cooke (US Army Ret), Dennis Laich (US Army Ret), and Margaret Wilmoth (US Army Ret), “The Potential Long-Term Effects of Compromises to Recruit Quality and Senior Leader Decision-Making about National Defense”

Panel A3: Comparative Perspectives on Civil-Military Relations Innovation Lab 1 (1120)

Moderator:

Emily Chapman (Australian Defense Force), “An Australian Perspective of Civil-Military Integration for Conflict”

Amit Ahuja (UC Santa Barbara), “How Diverse States Build National Armies”

Jose de Arimateia da Cruz (US Army War College), “Civil-Military Relations in the Age of Pandemic: The Brazilian Military Crisis of 2021”

Panel A4: The Heart of the North: Enhancing Civil-Military Relationships with Indigenous and Other Local Populations Innovation Lab 2 (1121)

Moderator:

Dr. Michele Devlin (US Army War College)

COL Manuel Menendez (Special Operations Command North)

Dr. Gregory Cantwell (US Army War College)

Dr. Michael Lynch (US Army War College)



Panel Session B

Saturday, May 4, 1115 – 1230

Panel B1: Civil-Military Relations and the War in Ukraine Lecture Hall 1 (1147)

Moderator:

Ruslan Leviev (Conflict Intelligence Team), “The Impact of Private Civil Initiatives on the Course of the Russo-Ukrainian War”

Alex J. Marino (US Army War College), “Proxy Wars and Civil-Military Relations: A Comparative Analysis of Ukraine and Angola”

Richard Crespo (Grossmont College), “Currency Warfare in Contemporary Wars: The Strategic Logic of Weaponizing and Targeting of Currency, and the Implications for Civil-Military Relations”

Panel B2: Generals in International Politics: NATO’s Supreme Allied

Commander Europe (SACEUR) and Transatlantic Security Policy Lecture Hall 2 1 (1148)

Chair: Dr. Darrell Driver (US Army War College)

Discussant: Dr. Seth Johnson (Georgetown University) and Prof Stanley Sloan (Atlantic Council)

Dr. Tracey German (Kings College London), “John Galvin”

Dr. Gregory Pedlow (Supreme Headquarters Allied Powers Europe), “George Joulwan”

Dr. Joel Hillison (US Army War College), “Wesley Clark”

Dr. Marybeth Ulrich (US Naval War College), “Joseph Ralston”

Dr. Tania Chacho (US Army Ret), “Philip Breedlove”

Panel B3: Security Assistance and the Total Force Innovation Lab 1 (1120)

Moderator:

Joseph Winter (US Army War College), “Adapting the State Partnership Program: Proposing a Tiered Approach for Enhanced Security Cooperation and Resource Efficiency”

Polina Beliakova (Massachusetts Institute of Technology), “Aid and Deference: Explaining Civil-Military Balance in U.S. Security Assistance”

Christina Gregory (Lamar University), “National Guard Benefits of Service and State Policies”

Panel B4: Military and Society Integrated Research Project Innovation Lab 2 (1121)



Panel Session C

Saturday, May 4, 1330 – 1445

Panel C1: Politicization and Polarization: Implications for Civil-Military Relations Lecture Hall 1 (1147)

Moderator:

Jacob Barnes (USMA), Zachary Griffiths (US Army Staff), Lee Robinson (USMA), and Scott Limbocker (USMA), “Senate Votes on General Officer Promotions Unnecessarily Politicize the Military”

Keith Carter (US Naval War College), Max Margulies (US Military Academy), and Laura Samotin (Columbia University), “Support for Military Service in an Era of Political Polarization”

Jeremy Teigen (Ramapo College) and Danielle Lupton (Colgate University), “Do De-fences Make Blue Neighbors? The Political Geography of Communities Proximate to Military Bases”

Julianna Thomson (George Mason University) and Ryan Pallas (George Mason University), “Leathernecks and Lexicon: Exploring Partisanship in the Marine Corps Gazette”

Panel C2: Chris Hickey Seminar: Campaign Planning for Civilians Lecture Hall 2 (1148)

Panel C3: Civil-Military Relations from Non-traditional Perspectives Innovation Lab 1 (1120)

Moderator:

Nathan White (Army Inst for Religious Leadership) and Katherine Voyles (Army Inst for Religious Leadership), “Interdisciplinary CIV-MIL Academic Collaboration: Beyond R&D to the Humanities”

Peter White (Auburn University), “Civil-Military Relations Through the Lens of Science Fiction”

Vail Forbeck, “Commanding Success: The Crucial Role of Strategic Communication in the Military”

Panel C4: Civil-Military Operations Abroad Innovation Lab 2 (1121)

Moderator:

Joshua Goodman (Air War College), “Cooperation or Control? Assessing the challenges and solutions to counterinsurgency coordination in Malaya and Palestine”

Dwight Phillips (RAND), “No One Likes Surprises: Failures of Anticipation and Civil-Military Relations”

Samantha Schasberger (US Army War College), “The War in Gang Warfare: Cases in Military Support for Domestic Law Enforcement”

Stanislava Mladenova (USMA), “Can Veteran International NGOs be Humanitarian Actors?”



Panel Session D

Saturday, May 4, 1500 – 1615

Panel D1: Trust, Cognition, and Civil-Military Relations Lecture Hall 1 (1147)

Moderator:

Paul Lushenko (US Army War College), “Battlefield Trust for Human-Machine Teaming: Evidence from the US Military”

Jerilyn Packer (US Army War College), “Factors Influencing Military Officers’ Trust in Artificial Intelligence”

Kerney Perlik (Georgetown University), “Cognitive Bias and the Myth of Best Military Advice”

Panel D2: Domestic Challenges and Civil-Military Relations Lecture Hall 2 (1148)

Moderator:

Taren Sylvester (Center for a New American Security), “Wolves in Shepherd’s Clothing: Extremism and the Masquerade of Legitimacy”

Christine Cook (US Army War College), “How Much is Too Much Reconsidered: Revisiting the Attempts to Limit Women’s Military Participation for a Post-Combat Exclusion Policy World”

Eldon Beck (US Army War College), “Domestic Enemies: How Strategic Leader Enforcement of Orders Perceived as Unlawful Creates a Civil-Military Crisis of Trust”

Zach Griffiths (US Army Staff) and Ryan Johnson (RAND), “Retired GO Politics”

Panel D3: Bureaucracy and the Civil-Military Gap Innovation Lab 1 (1120)

Moderator:

Ryan Pallas (George Mason University), “Data, Bureaucracy, People—And Old Problem for a New World”

Jeff McManus (US Army War College), “The Ten Ps of Policy: Fundamentals for Successfully Operating within the Bureaucracy Domain of Warfare”

Katherine Kuzminski (Center for a New American Security), “Civil Servants/Appointees and the Civil-Military Gap”

Panel D4: Military and Society Integrated Research Project Innovation Lab 2 (1121)