



Maxwell | Syracuse  
University

## National Security Management, Fall 2020

September 24 – December 11, 2020  
Maxwell School of Citizenship and Public Affairs  
Syracuse University

Thursday, 24 September, 2:00pm - 5:00pm EDT

### Session 1: "The Next Global Order"

Keynote	Erik Peterson, "After the Storm" (confirmed) <i>Partner &amp; managing director of the Global Business Policy Council at Kearney</i>
Welcome	Steven Grundman, "Analytic Storytelling" (confirmed) <i>Program manager of National Security Studies at Syracuse University and senior fellow at the Atlantic Council</i>
Break	3:30pm - 3:45pm
Panel	Kori Schake (confirmed) <i>Director of foreign and defense policy at the American Enterprise Institute</i>  Stephanie Segal (confirmed) <i>Senior fellow in the Economics Program at the Center for Strategic and International Studies</i>
Introductions	4:55pm - 5:00pm

Thursday, 1 October, 2:00pm - 5:00pm EDT

**Session 2: "The National Defense Strategy"**

Keynote	Peter Bergen, "Trump and His Generals" (confirmed) <i>Journalist, author, documentary producer, and vice president for global studies and fellows at New America</i>
Breakout	3:15pm - 3:30pm
Panel	Roger Zakheim (confirmed) <i>Washington director at the Ronald Reagan Presidential Foundation and Institute and former commissioner of the Commission on the National Defense Strategy</i>  Jamie Morin (confirmed) <i>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</i>
Introductions	4:45pm - 5:00pm

Thursday, 8 October, 2:00pm - 5:00pm EDT

**Session 3: "Health Security"**

Keynote	J. Stephen Morrison, "Strengthening America's Health Security" (confirmed) <i>Senior vice president and director of the Global Health Policy Center at the Center for Strategic and International Studies</i>
Breakout	3:15pm - 3:30pm
Panel	Jennifer Kates (confirmed) <i>Senior vice president and director of global health &amp; HIV policy at the Henry J. Kaiser Family Foundation</i>  Karl Hofmann (confirmed) <i>President and CEO of Population Services International and former US ambassador to the Republic of Togo</i>
Introductions	4:45pm - 5:00pm

Thursday, 15 October, 2:00pm - 5:00pm EDT

**Session 4: "The Future of Defense"**

Keynote	Jim Banks, "The Future of Defense" (confirmed) <i>U.S. Representative for Indiana's 3rd congressional district and co-chair of the House Armed Services Committee's Future of Defense Task Force</i>
Breakout	3:15pm - 3:30pm
Panel	Nora Bensahel (confirmed) <i>Visiting professor of strategic studies at the Johns Hopkins School of Advanced International Studies and contributing editor at War on the Rocks</i>  Sean McFate (confirmed) <i>Professor of strategy at the National Defense University and nonresident senior fellow at the Atlantic Council</i>
Introductions	4:45pm - 5:00pm

Thursday, 22 October, 2:00pm - 5:00pm EDT

**Session 5: "Strategy"**

Keynote	H.R. McMaster, "The Fight to Defend the Free World" (confirmed) <i>A retired lieutenant general of the US Army, the Fouad and Michelle Ajami senior fellow of the Hoover Institution at Stanford University, and former assistant to the president for national security affairs</i>
Breakout	3:15pm - 3:30pm
Panel	Nathan Finney (confirmed) <i>Goodpaster Scholar at Duke University and editor of On Strategy: A Primer</i>  Jacqueline Whitt (confirmed) <i>Associate professor of strategy in the Department of National Security and Strategy at the US Army War College</i>
Introductions	4:45pm - 5:00pm

Thursday, 29 October, 2:00pm - 5:00pm EDT

**Session 6: "Cybersecurity"**

Keynote	Jason Healey, "Cyber Strategy: In and Out of the Military" (confirmed) <i>Senior research scholar of the School for International and Public Affairs at Columbia University and editor of A Fierce Domain: Cyber Conflict, 1986 to 2012</i>
Breakout	3:15pm - 3:30pm
Panel	Kamal Jabbour (confirmed) <i>Senior scientist for information assurance at the Information Directorate of the Rome Air Force Research Laboratory</i>  Nina Kollars (confirmed) <i>Associate professor of strategic and operational research at the US Naval War College</i>
Introductions	4:45pm - 5:00pm

Thursday, 5 November, 2:00pm - 5:00pm EST

**Session 7: "Politics and National Security"**

Keynote	Ryan McCarthy, "State of the Army" (confirmed) <i>Secretary of the United States Army</i>
Breakout	3:15pm - 3:30pm
Panel	Michael Bayer (confirmed) <i>President, Dumbarton Strategies and chairman of the Defense Business Board at the US Department of Defense</i>  Will Goodman (confirmed) <i>Vice president of government relations at Applied Research Associates and former senior defense adviser to Senator Patrick Leahy</i>  Megan Milam (confirmed) <i>Head of government relations at Anduril Industries and former deputy comptroller for budget and appropriations affairs in the Office of the Secretary of Defense</i>
Update	4:45pm - 5:00pm

Thursday, 12 November, 2:00pm - 5:00pm EST

**Session 8: "Peer Competitors"**

China	Mary Lovely (confirmed) <i>Professor of economics at Syracuse University and senior fellow at the Peterson Institute for International Economics</i>
	Charles Hooper (confirmed) <i>Retired lieutenant general of the US Army and former US Defense Attaché to the People's Republic of China</i>
Breakout	3:15pm - 3:30pm
Russia	Brian Taylor (confirmed) <i>Professor of political science at Syracuse University and author of The Code of Putinism</i>
	Ian Brzezinski (confirmed) <i>Senior fellow at the Atlantic Council and former deputy assistant secretary of defense for Europe and NATO policy</i>
Update	4:45pm - 5:00pm

Thursday, 19 November, 2:00pm - 5:00pm EST

**Session 9: "The Business of Defense"**

Keynote	Rob Mullins (confirmed) <i>Senior vice president for corporate strategy and business development at Lockheed Martin Corporation</i>
Breakout	3:15pm - 3:30pm
Panel	Byron Callan (confirmed) <i>Managing Partner at Capital Alpha Partners and former cofounder of Perella Weinberg Partners' Aerospace Defense Security investment fund</i>
	Sarah Henneberry (confirmed) <i>Head of global strategy at Raytheon Intelligence &amp; Space and a Millennium Leadership Fellow of the Atlantic Council</i>
Preview	Catherine Gerard, on "Leadership"

Thursday, 3 December, 2:00pm - 5:00pm EDT

**Session 10: "Leadership"**

- Keynote                      Dave Oliver, "My Shadow" (confirmed)  
*Retired vice admiral of the US Navy, former principal deputy under secretary of defense for acquisition, technology, and former CEO of EADS North America's defense company*
- Breakout                     3:15pm - 3:30pm
- Workshop                    Catherine Gerard, "An Overview of Leadership Thinking" (confirmed)  
*Adjunct professor of public administration and associate director for the Maxwell School's executive education programs at Syracuse University, and author of "The Contributions of Leadership to the Movement from Violence to Incorporation"*
- Margaret Hermann "An Overview of Leadership Thinking" (confirmed)  
*Gerald B. and Daphna Cramer professor of global affairs and director of the Moynihan Institute of Global Affairs at Syracuse University, and author of "Assessing Leadership Style: A Trait Analysis"*
- Introductions               4:45pm - 5:15pm

Monday, 7 December, 9:00am - 5:00pm EST

**Session 11: "Complications"**

- 9:00am                        Eric Chewning, "The Pentagon" (confirmed)  
*Partner at McKinsey & Company, former chief of staff to the Secretary of Defense, and deputy assistant secretary of defense for industrial policy*
- 10:15am                      Breakout Team meeting
- 10:30am                       James Baker, "National Security Law" (confirmed)  
*Professor in the College of Law and director of the Institute for Security Policy and Law at Syracuse University and former chief judge of the US Court of Appeals for the Armed Forces*
- 11:45am                       Break/Lunch
- 1:45pm                        Sean O'Keefe, "Are the norms we've known now new again?" (confirmed)  
*Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership at Syracuse University, former administrator of the National Aeronautics and Space Administration, and former secretary of the Navy*

2:30pm	Breakout Team meeting
2:45pm	F. William Smullen, "The Press and National Security" (confirmed) <i>Retired colonel of the US Army, the CEO of advancement and strategy at Clear Path for Veterans, and former chief of staff to Secretary of State Colin Powell</i>
3:45pm	Breakout Team meeting
4:00pm	Alina Polyakova, "Russia's 'Near Abroad'" (confirmed) <i>President and CEO of the Center for European Policy Analysis and the former founding director for global democracy and emerging technology at the Brookings Institution</i>
5:00pm	Session End

Tuesday, 8 December, 9:00am - 5:00pm EST

### **Session 12: "Operation Old Believer"**

9:00am	Ed McGrady, Administrator/Control (confirmed) <i>Monks Hood Media</i>
	Nina Kollars, InfoOps mentor/Assistant Control (confirmed) <i>Associate professor of strategic and operational research at the US Naval War College</i>
	Sean O'Keefe, in the role of POTUS (confirmed) <i>Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership at Syracuse University, former administrator of the National Aeronautics and Space Administration, and former secretary of the Navy</i>
	James Cunningham, in the role of NATO Secretary General (confirmed) <i>Former US Ambassador to Afghanistan, Israel, and the United Nations, and former Chief of Staff to Secretary General of NATO.</i>
	Michael Kofman, in the role of President of Russia (confirmed) <i>Director of the Russia Studies Program at the Center for Naval Analyses</i>
	Ian Brzezinski, in the role of President of Poland (confirmed) <i>Senior fellow at the Atlantic Council and former deputy assistant secretary of defense for Europe and NATO policy</i>
	Mathieu Boulègue, in the role of President of Belarus (confirmed) <i>Research Fellow in Russia and Eurasia Programme at Chatham House</i>

Max Brooks, in the role of "Editor-in-Chief" (confirmed)

*Author of World War Z: An Oral History of the Zombie War, a fellow at the Modern War Institute and nonresident senior fellow at the Atlantic Council*

5:00pm

End

Wednesday, 9 December, 9:00am - 5:00pm EST

### **Session 13: "The Theory of Success"**

9:00am

Lawrence Freedman, "On Command" (confirmed)

*Emeritus Professor of War Studies at King's College London who has been awarded the Knight Commander of St Michael and St George*

"The Falkland Campaign"

10:15am

Breakout Team meeting

10:30am

"The Battle of Tora Bora"

12:00pm

Break/Lunch

2:00pm

August Cole, "Useful Fiction" Workshop (confirmed)

*Non-resident fellow at the Brute Krulak Center for Innovation & Creativity at Marine Corps University and co-author of Burn In: A Novel of the Real Robotic Revolution and Ghost Fleet: A Novel of the Next World War*

Peter Singer, "Useful Fiction" Workshop (confirmed)

*Strategist at New America, a professor of practice at Arizona State University, and co-author of Burn In: A Novel of the Real Robotic Revolution and Ghost Fleet: A Novel of the Next World War*

What is Useful Fiction and why is it relevant?

"FICINT" fundamentals and the elements of writing Useful Fiction

3:15pm

Breakout Team meeting

3:30pm

How to find FICINT stories for your agency/department

3:50pm

"Flash fiction" writing exercise

4:35pm

Discussion of selected story templates

5:00pm

Session End



Thursday, 10 December, 9:00am - 5:00pm EST

**Session 14: "In the Arena"**

- 9:00am Russel Honoré, "Leading in a Crisis" (confirmed)  
*Retired lieutenant general of the US Army and former commander of Joint Task Force Katrina*
- 10:00am Breakout Team meeting
- 10:15am Stephen Kappes, "The Libyan Job, an Adventure" (confirmed)  
*Partner, Torch Hill Investment Partners and former deputy director of the Central Intelligence Agency*
- 12:00pm Break/Lunch
- 2:00pm Catherine Gerard, Leadership Workshop (confirmed)  
*Adjunct professor of public administration and associate director for the Maxwell School's executive education programs at Syracuse University*
- Margaret Hermann, Leadership Workshop (confirmed)  
*Gerald B. and Daphna Cramer Professor of Global Affairs and director of the Moynihan Institute of Global Affairs at Syracuse University*
- 3:15pm Break
- 3:30pm Leadership Workshop (continued)
- 5:00pm Session End

Friday, 11 December, 8:30am - 1:00pm EST

**Session 15: "The Marshall Maxim"**

- 9:00am Andrew May, review panelist (confirmed)  
*Research director, Office of Net Assessment at the US Department of Defense*
- David Van Slyke, review panelist (confirmed)  
*Dean of the Maxwell School of Citizenship and Public Affairs and the Louis A. Bantle chair in business-government policy at Syracuse University*
- Sean O'Keefe, review panelist (confirmed)  
*Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership at Syracuse University, former administrator of the National*

*Aeronautics and Space Administration, and former secretary of the Navy*

12:00pm

David Van Slyke, "Education for National Security" (confirmed)

*Dean of the Maxwell School of Citizenship and Public Affairs and the  
Louis A. Bantle chair in business-government policy at Syracuse University*

12:30pm

Course End