ENGAGEMENT BETWEEN PEACE AND WAR:
How Soldiers and Military Institutions Adapt

13 - 15 June
Kingston, Ontario
Engagement between Peace and War: How Soldiers and Military Institutions Adapt

Today, military operations are conducted across a broad spectrum of conflict. How do we prepare our armed forces to achieve policy objectives in the ambiguous space between peace and war? What cultural awareness and human interactive skills would enhance the military’s ability to conduct operations at the lower end of the spectrum of conflict? What are the defence policy, training and doctrinal implications?

The 2016 edition of the Kingston Conference on International Security examines how soldiers and military organizations adapt to rapidly changing conflict dynamics, but also, how they play a part in managing peace. In this environment, land forces continue to play a highly-relevant role through engagement in the space between peace and war.

KCIS 2016 has gathered security experts from academic, military, government, private sector and NGO backgrounds to explore engagement short of protracted conflict. Special attention will be focused on how to address rivals who challenge Canada, the United States and their allies in the “gray zone” and who employ tactics that are associated with “hybrid warfare”. Topics include current security assessments, soldier competencies, professional military education, institutional adaptation and capabilities, as well as policy implications.
0700–0800 Registration and Breakfast –Foyer/West Seventy6 Grille

0815–0830 Welcome and Introductions
  **Professor Stéfanie von Hlatky**, Centre for International and Defence Policy, Queen's University

0830–0845 Challenge to the Conference
  **Major-General Jean-Marc Lanthier**, Canadian Army Doctrine and Training Centre

0845–0930 Opening Keynote Address
  **Lieutenant-General Guy Thibault**, Vice Chief of the Defence Staff, Canadian Armed Forces

0930–1000 BREAK

1000–1200 **PANEL 1 – THE EVOLVING SECURITY ENVIRONMENT: THREATS AND STRATEGIES**

This panel will provide a multi-sector assessment of security trends and emerging threats. How do organizations address threats?

Chair: **Dr. Alex Wilner**, The Norman Paterson School of International Affairs, Carleton University

  **Andrew Carswell**, International Committee of the Red Cross
  **Almero Retief**, Group Security – Risk and Human Rights, Rio Tinto
  **Professor Bert Tussing**, Homeland Defense and Security, US Army War College
  **Diego Ruiz-Palmer**, Special Advisor to the Secretary General for Economics and Security, NATO HQ

1200–1300 LUNCH (West Seventy6 Grille)

1300–1430 **PANEL 2 – THE EVOLVING SECURITY ENVIRONMENT: A MILITARY VIEW**

This panel will provide a military perspective of security trends and emerging threats during different stages of conflict, with corresponding strategies.

Chair: **Dr. Rachel Remington**, Canadian Forces Intelligence Command

  **Nathan Freier**, National Security Studies, US Army War College
  **Dr. Heather Hrychuk**, Defence Research and Development Canada
  **Rear-Admiral Darren Hawco**, Canadian Armed Forces

1430–1500 BREAK
**PANEL 3 – THE SOLDIER: DEFINING AND GENERATING COMPETENCIES**

This panel identifies the skills and levels of awareness needed for success and examines how the armed forces can support key competencies throughout the soldiering life-cycle.

**Chair:** Dr. Craig Stone, Canadian Forces College

Dr. Ann-Renée Blais, Director General Military Personnel Research and Analysis

Dr. Anna Sackett, US Army Research Institute for Behavioral and Social Sciences

Colonel Jonathan Shaw, Command Chaplain, US Army Europe

Professor Stéfanie von Hlatky, CIDP, Queen’s University

**1730–1900 PRE-DINNER RECEPTION (West Seventy6 Grille)**

**1900 CONFERENCE DINNER**

**Fireside Chat: “Gray Zone Competition and Conflict: Challenges for Allied Security Institutions”**

With Interviewer: Nathan Freier, National Security Studies, US Army War College

Jill Sinclair, External Engagement & Partnerships, Canadian Defence Academy

Loren DeJonge Schulman, Center for a New American Security
0730–0830  BREAKFAST (West Seventy6 Grille)

0830–0845  Overview of Day 1
    Professor William G. Braun, Strategic Studies Institute, US Army War College

0845–1015  PANEL 4 – EDUCATING FOR THE UNKNOWN
Investigating educational gaps and new strategies and teaching methodologies for professional development in the armed forces, this panel will consist of speakers presenting on leader development, 'gaps' in Professional Military Education training, and new teaching and education methodologies.

Chair:  Professor William G. Braun, SSI, US Army War College
Major-General Eric Tremblay, Canadian Defence Academy
Major General William Rapp, US Army War College
Dr. Guillaume Lasconjarias, NATO Defense College

1015–1045  BREAK

1045–1245  PANEL 5 – INSTITUTIONAL LEARNING AND ADAPTATION
This panel will review how to sustain forces and capabilities between and across conflicts, addressing interagency cooperation and multinational coordination.

Chair:  Dr. Jeffrey Larsen, NATO Defense College
Dr. Bastian Giegerich, The International Institute for Strategic Studies
Caroline Leprince, Université du Québec à Montréal
Friedrich Schröder, German Federal Foreign Office
Colonel Scott Kendrick, Army Capabilities and Integration Center, US Army

1245–1345  LUNCH (West Seventy6 Grille)

1345–1445  KEYNOTE ADDRESS
    General Sir Richard Barrons, Joint Forces Command, British Army

1445–1615  PANEL 6 – THE POLITICAL DIMENSION
Panelists will provide feedback and insights on the material presented during the preceding panels, with special attention to offering policy and strategy implementation recommendations.

Chair:  Professor Kim Richard Nossal, CIDP, Queen’s University
Dr. Paula Thornhill, RAND Corporation
Vice Admiral, US Navy (R) Kevin Green, Robertson Blodgett Consulting
Lieutenant-General (R) Stuart Beare, Tri-Leaf Insights Inc.

1615  CLOSING REMARKS
    Professor Douglas Lovelace, Strategic Studies Institute, US Army War College
ABSTRACTS

PANEL 1 – THE EVOLVING SECURITY ENVIRONMENT: THREATS AND STRATEGIES

‘Countering Violent Extremism’ and the Law of Armed Conflict

Andrew Carswell
International Committee of the Red Cross

This presentation will examine the current lexicon of counter-terrorism / CVE and its implications for the categories of protection contained in the international law of armed conflict (LOAC), as well as the threats it poses to neutral and independent humanitarian action. The presenter will also critically examine the incentives for both states and non-state armed groups to comply with the fundamental tenets of LOAC on the modern battlefield.

Security Risk Analysis and Management in the Mining Sector.
A Case Study: Rio Tinto’s Approach to Security Risk Analysis and Management

Almero Retief
Group Security – Risk and Human Rights, Rio Tinto

In a continuously changing global security environment, and from a corporate social responsibility perspective, extractive companies are required to have a robust security risk analysis and management process in place that allow them to identify, assess and manage security risks and threats to adequately protect people, assets, and reputation.

As a case study, this presentation explores Rio Tinto’s journey and approach as a leading global mining and metals company, in designing and implementing a revised security risk analysis and management approach to mitigate security risks. Key topics for discussion include the need for a revised security operating model, and Rio Tinto’s risk analysis and management approach with specific emphasis on: 1) Reassessing potential security risks; 2) Establishing security risk materiality; 3) Assessing sites material risk exposure; 3) Developing ‘run-sheets’ and high level controls (preventative and responsive) to mitigate identified security risks; 4) Developing and testing supporting risk analysis and management procedures, processes, tools and training; 5) Compiling and implementing Security Plans (inclusive of risk analysis and a security risk management plan); and 6) Conducting security assurance reviews to ensure compliance and address identified gaps.

Partnership in Catastrophe:
The Military and Law Enforcement in Times of Extreme Crises

Professor Bert Tussing
Homeland Defense and Security, US Army War College

The tradition of separation between law enforcement and the military in our countries is embedded in our ethos. Our people have made it clear: we want our soldiers to be soldiers, and our policemen to be policemen. More to the point, we do not want our militaries, well established in the role of servant of our people, to ever be cast in a role of overseer. Nevertheless, recent focus on the potential of genuinely catastrophic events, either natural or manmade in their origin, has called for a closer examination of law enforcement’s ability to provide and maintain a safe and secure environment for response and recovery operations to take place. Unlike recent disasters like Hurricanes Katrina and Sandy, that recovery will not take place over a matter of days or weeks, but many months. Given an event that is widespread in scope and extended in duration, law enforcements’ capabilities and capacities will be outstripped. Who then, but the military, will be able to reinforce a heroic, but overwhelmed constabulary? How will that reinforcement take place? What procedures and relationships should be planned for now to provide for readiness we hope will never be required?
As it approaches its forthcoming summit meeting in Warsaw on 8-9 July, NATO is on the cusp of a new strategic age of asymmetry. The changed security environment in Europe, following Russia's illegal annexation of Ukraine's Crimean Peninsula in March 2014, requires an enhanced deterrence and defence posture focused on unquestioned political resolve and on heightened force readiness and responsiveness. Accordingly, Canada and other Allies have expanded their military presence in Europe through assurance and deterrence measures involving rotational deployments and a higher exercise tempo. At the same time, the Alliance must remain prepared to confront other risks, such as terrorism and cyber threats, and to undertake peace support operations.

Competitors pursuing meaningful revision or rejection of the current status quo are employing a host of hybrid methods to advance and secure interests. These challengers employ unique combinations of influence, intimidation, coercion, and aggression to incrementally crowd out effective resistance, establish local or regional advantage, and manipulate risk perceptions in their favour. So far, the United States and its allies have not come up with coherent countervailing approaches. It is in this "gray zone" - the awkward and uncomfortable space between traditional conceptions of war and peace - where the United States, its defense enterprise, and its allies face systemic challenges to coalition position and authority. Gray zone competition and conflict present fundamental challenges to U.S. and partner security and, as a consequence, should be important pacers for future defense strategy.

The strategic landscape has changed and continues to do so. Nevertheless, the core problem that makes the development of military strategy so difficult remains: the challenges inherent in aligning military objectives to political ones. In many ways, this challenge is ever more apparent in a constantly changing strategic environment, where it is difficult to distinguish which of those political objectives and interests are vital, as well as the nature of the challenge or threat to them. Reconciling the two requires a clear delineation of political constraints and an equally clear assessment of military objectives and centers of gravity that must be attacked to achieve both military and political objectives. This paper examines these challenges and proposes that they can only be overcome through whole of government engagement throughout the planning and operational spectrum. Elsewise the ability close the gap between political and military objectives will continue to be elusive.
Canada and the Future Security Environment

Rear-Admiral Darren Hawco
*Canadian Armed Forces*

The presentation will explore the “Future Security Environment” – the Canadian Armed Forces’ core joint foresight document – which offers a military assessment of trends affecting security and the implications and deductions for Canadian Armed Forces force development.

PANEL 3 - THE SOLDIER: DEFINING AND GENERATING COMPETENCIES

Personal Values, Value Congruence, and Early Career Retention

Dr. Ann-Renée Blais
*Director General Military Personnel Research and Analysis*

The early attrition of CAF NCMs with less than one year of service has been a growing concern in recent years. Given the substantial resources associated with the training of recruits, research is essential in identifying factors contributing to early separation. This talk will highlight the role of values and value congruence in the turnover process, taking both variable- and person-centered approaches. More specifically, this presentation will address how (a) distinct values and value congruence relate to key proximal predictors of turnover and actual turnover; and (b) profiles of values relate to value congruence. This presentation will also discuss implications for recruiting and training as well as avenues for future research, including the study of self-selection and socialization processes.

Critical Skills for Soldier Leader Development

Dr. Anna Sackett
*US Army Research Institute for Behavioral and Social Sciences*

The broad space between war and peace is full of complex, ambiguous, and unfamiliar tasks and problems. Despite dedicating time and resources to forecasting the specifics of what will happen in the current environment, it is impossible to accurately predict the full range of threats and challenges that will emerge. Therefore, to promote readiness we must focus on developing the skills needed to tackle complex problems in any context. Based on research conducted by the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) examining strategic thinking tasks, skills, and development, this presentation describes the critical skills needed to promote soldier readiness given the current environment. Recommendations for how to develop these critical skills for soldier leader development are also provided.

Integrating the Soul from War to Peace:
Required Capabilities for Just War, Moral Injury, and the U.S. Army Operating Concept

Colonel Jonathan Shaw
*Command Chaplain, US Army Europe*

The overarching theme addresses adaptation, which for implies a change in environment, from 2001 and ensuing engagements with militant jihadists, to 2016 and an emphasis on hybrid warfare. The intention is to engage training and doctrine adaptation suggested by questions raised within the just war tradition, human dimension strategy, and operational concepts. The focus will be on moral and religious implications as opposed to technological and biological optimization.
Gender Through the Prism of Cultural Awareness

Professor Stéfanie von Hlatky
Centre for International and Defence Policy, Queen's University

During recent military interventions, gender analysis has been performed through the prism of cultural awareness. This presentation describes recent international efforts to integrate a 'gender perspective' in how military interventions are designed and implemented. The gender perspective is designed to be comprehensive in scope because it targets both intervening states and the societies where the intervention takes place. The assumption is that military interventions impact women, men, girls and boys differently. Therefore, failure to recognize this reality of conflict weakens states’ ability to design successful intervention models and this is expected to hold across the spectrum of conflict. Examples are drawn from the Canadian and American experiences in Afghanistan and considers how gender matters in current “hybrid” conflicts.

PANEL 4 – EDUCATING FOR THE UNKNOWN

Institutional Leader 2030: Preparing Leaders for Complexity

Major-General Eric Tremblay
Canadian Defence Academy

Success in the future security environment will be delivered by well-prepared military leaders who are adept in international, domestic and hybrid environments. They will be delivering strategic impact in complex theatres of operations, including the theatres found in the Nation's Capital. Their work will be accomplished by networked and agile teams that form and re-form to push and pull of all available levers of national power.

'Institutional Leader 2030' is a Canadian Armed Forces initiative to strengthen capacities today and 20 years from now, in evolving, complex and dynamic security, operational and institutional environments.

Developing Strategic Mindedness in Senior Military Leaders

Major General William E. Rapp
US Army War College

Strategists have a poor record of predicting the future with any specificity. A diffusion of state power, empowered non-state actors, demographic trends, resource competition, economic rebalancing, and the progression away from a unipolar world will further complicate strategy development and decision making in the future. However, over the next few decades one prediction seems certain. Challengers are unlikely to confront the U.S., Canada, or our partners in a conventional war unless there is a great miscalculation or compelling domestic driver behind it. Therefore, international relations competition will occur in the Gray Zone, that competitive security space between peace and sustained combat (war). Political decisions in the Gray Zone competition are characterized by a series of small decisions, not just a few big ones. In the Gray Zone, political and military objectives change and clarity of guidance is elusive. Therefore, national security leaders and organizations executing policy must be adaptive to achieve acceptable outcomes. Strategic thinkers who are effective in this environment share a number of important traits that can be nurtured. Among these traits are curiosity and intellectual scepticism, personal humility and the empathy to understand one's adversary, and the virtues of candour and moral courage. Possession of these traits results in a leader characteristic called 'strategic mindedness', which is critical to both civil-military relations and strategic decision making in the Gray Zone competitive environment. This presentation will introduce several components of 'strategic mindedness', and share insights into how they might be developed in today's senior civilian and military leaders.
This Technology is Not What You’re Looking For: How to Better Use Technology to Educate for the Unknown

Dr. Guillaume Lasconjarias
NATO Defense College

David Petraeus’ famous quote about his time at Princeton writing his PhD and facing intellectual challenges is well known. Of course, the situation that a soldier faces in a purely academic environment requires adaptation, but also provides great opportunity to meet not just different people but also different mindsets and help thinking outside the box.

The "long War", the particular intricacies of the asymmetric conflicts, the existence of the so-called Three-Block War have seen the military radically change and deeply modify its reasoning. The continuum between education-training-exercises has seen deep changes to help soldiers adapt to situations that had never been considered at the time of the Cold War. The emphasis on technology might have been a long shot, and the new focus on intelligence and understanding the human terrain seem to be the new normal.

Nevertheless, how can educational bodies and especially Military institutions better prepare for the unknown? How will leadership develop in the coming years, and how can we train and educate our future leaders? While the question is not particularly new, some areas deserve additional research: the relationships between civilian and military academies, the continuum between defense and security, and the transformation of he curriculum.

PANEL 5 – INSTITUTIONAL LEARNING AND ADAPTATION

Strategic Adaptation in Multinational Contexts: Lessons from NATO and the EU

Dr. Bastian Giegerich
The International Institute for Strategic Studies

NATO, founded as a collective defence alliance, has spent most of the post-Cold War period transforming itself into a security management organization dealing with a variety of security challenges. Its ability to adapt has been the basis of NATO’s continued relevance. At the same time, NATO’s adjustments in functional and geographic scope have triggered debate about its strategic direction and the political and military requirements necessary to fulfil current and future roles. The EU on the other hand has struggled over the last 15 years to develop its own security and defence role in the context of its Common Security and Defence Policy (CSDP). As the European security environment has arguably deteriorated in the past 2-3 years, cleavages among NATO and EU member states with regards to priorities, threat perceptions, and institutional preferences have challenged Euro-Atlantic cohesion, both in strategic and operational terms. Two forms of hybrid warfare - Russia’s 2014 contestation of the Euro-Atlantic security order paired with the rise of ISIS across the Mediterranean - ushered in this latest phase of the debate and have triggered strategic adaptation in both frameworks. The presentation will address how NATO and the EU have coped with the adaptation pressures arising from their changed security environment, outline unresolved issues, and identify future challenges.
Civilian-Military Relations in Afghanistan: Looking Beyond Interdepartmental Turf Wars

Caroline Leprince  
*Raoul-Dandurand Chair of Strategic and Diplomatic Studies*  
*Université du Québec à Montréal*

The Canadian-led Provincial Reconstruction Team (PRT) in Kandahar province, Afghanistan, provided a unique opportunity to evaluate Canada’s recently adopted whole-of-government (WoG) approach to conflict situations. While a WoG approach prompts collaboration, integration cannot be taken for granted as institutional resistance is bound to arise. Although cultural differences between civilian and military organizations are often listed as a reason why collaboration is difficult to achieve, little attention has been given to date to the underlying causes of these tensions. This talk therefore analyzes the differences and similarities between the organizational cultures of the main contributing agencies that participated in the WoG approach at the KPRT. It then questions whether these cultural affinities and differences had an impact on interagency collaboration. This talk concludes with policy recommendations to optimize future Canadian interventions abroad.

German Interagency Cooperation in Afghanistan 2009-13

Friedrich Schröder  
*Civilian Reconstruction and Development for Afghanistan, Iran and Pakistan*  
*German Federal Foreign Office*

This contribution to the 2016 KCIS (Panel 5: “Institutional Learning and Adaptation”) will focus on German interagency cooperation in Afghanistan with an emphasis on the years 2009 to 2013. Specifically, it will look at how the German government – based on the decisions taken at the Petersberg Conference in 2001 – used the Provincial Reconstruction Team (PRT) structure to integrate civilian personnel into a military setting. A special emphasis will be on PRT developments in 2012/2013, taking the transformation into a purely civilian-led PRT at Kunduz as an example.

Moreover, this paper will look at lessons learned from the field. Why did the Bundeswehr eventually “open up” to civilian reconstruction efforts? What were the expectations the civilian side had when deciding to be part of the PRT structure? The two German PRTs created in 2003 (Kunduz and Faizabad) were specifically set up with interagency cooperation at the centerpiece. From the outset, there was a Doppelspitze (double hat) with a military colonel and a civilian diplomat at the top. How did this play out in everyday operations? What were the challenges operating under one roof in a fragile environment?

Integrated Campaigning and the Notional Operation Plan Phase Construct

Colonel Scott Kendrick  
*Army Capabilities and Integration Center, US Army*

We traditionally see ourselves at either peace or war, with war being an undesirable exception. In response to the exceptions, we are pre-disposed to rapidly respond, seek a conclusive “end”, and return to normalcy. Although that notion is certainly preferable, it is not our historical experience. At times, military establishments exhibit an incomplete understanding of the conflicts that are just over the horizon as well as the wars they can neither win nor leave. Furthermore, military institutions repeatedly learn that war’s aftermath comes with its own set of unique and lasting consequences for both the victor and vanquished. Still, we’ve created and maintained a framework to our liking, one in a manner of how we would prefer conflict to unfold, but not one reflecting reality.
Within some defense circles, this has led to a narrow and inelastic interpretation of operational art and a flawed philosophy and models and processes of campaigning. These models and processes, designed with the idea of “winning quickly” have created gaps in our intellectual framework in the effective uses of force. Therefore, preventing and precluding the clear thinking needed to organize around and against the abstract problems in view. As such, foreign powers are avoiding our strengths and employing measures to achieve their political objectives in ways not easily countered by the force and other instruments of national power. (Grygiel and Mitchell). In contrast, integrated campaigning seeks a more relevant and broader interpretation of operational practice, clear articulation of principles to provide rich and relevant military advice, successfully campaign across the continuum of conflict and competition, and logic to translate that success into sustainable outcomes.

Effective adaptation begins with recognizing that current constructs may match the ideal, but not a pragmatic assessment of what may be required in the future. To highlight these points, this portion of the panel will offer a review of the analysis and findings of Barry Blechman and Stephen Kaplan’s 1978 study, Force Without War: U.S. Armed Forces as a Political instrument, which covers over 200 cases occurring since WWII of the US’ employment of force in conditions beyond armed conflict.
Lieutenant-Colonel Jean G.J. Trudel
Commandant, Canadian Army Command and Staff College

LCol Trudel joined the Canadian Armed Forces in 1980 and was commissioned in the Royal 22nd Regiment in 1981. He served on regimental duty in Canada and in Germany. Notable staff appointments included COS 5 CMBG, COS Joint Task Force Afghanistan, Military Assistant to the Chairman of the NATO Military Committee in Brussels, G3 LFAA HQ in Halifax and Assistant Army Attaché at the Canadian Defence Liaison Staff in London. While in the UK, he served three years as Directing Staff at the British Army’s Intermediate Command and Staff Course (Land) in Shivenham. He deployed to Bosnia and Afghanistan. His command appointments included the 5th Canadian Rangers Patrol Group in Newfoundland & Labrador, the Headquarters Joint Task Force Afghanistan in Kandahar and the Land Force Atlantic Area Training Centre in Gagetown.

Professor Stéfanie von Hlatky
Director, Centre for International and Defence Policy (CIDP), Queen’s University

Stéfanie von Hlatky is an assistant professor of political studies at Queen’s University and the Director of the Queen’s Centre for International and Defence Policy (CIDP). She received her Ph.D. in Political Science from Université de Montréal in 2010, where she was also Executive Director for the Centre for International Peace and Security Studies. In 2010, she was a postdoctoral fellow at Georgetown University’s Center for Peace and Security Studies and a policy scholar with the Woodrow Wilson International Center for Scholars in Washington, D.C. In 2011, she was a Visiting Professor at Dartmouth College’s Dickey Center for International Understanding. Prior to joining Queen’s, von Hlatky was a senior researcher with the Center for Security Studies at ETH Zurich. She has published in the Canadian Journal of Political Science, International Journal, European Security, Asian Security, as well as the Journal of Transatlantic Studies.

Stéfanie von Hlatky has published three books, including a monograph with Oxford University Press entitled American Allies in Times of War: The Great Asymmetry (2013); The Future of US Extended Deterrence (co-edited with Andreas Wenger) published with Georgetown University Press (2015) and Going to War? Trends in Military Interventions (co-edited with H. Christian Breede) with McGill Queen’s University Press (2016). Her research is funded by NATO, the Canadian Department of National Defence, the Social Sciences and Humanities Research Council of Canada, the Government of Ontario’s Ministry of Research and Innovation and Fulbright Canada. Stéfanie von Hlatky is the founder of Women in International Security-Canada and current Chair of the Board. She has recently been awarded a NATO Science for Peace and Security Grant to develop a gender-awareness course for civilian and military NATO staff.

Major-General Jean-Marc Lanthier
Commander, Canadian Army Doctrine and Training Centre

Major-General Lanthier started his career at 12e Régiment blindé du Canada. His regimental employment covered a variety of staff appointments at the unit, and he has commanded at all levels within the unit, culminating with the command of 12e Régiment blindé du Canada from 2005 to 2007. In 2009, he was appointed Commander, 5th Canadian Mechanized Brigade Group. Major-General Lanthier assumed the duty of Deputy Commanding General Sustainment, I Corps, US Army, at Joint Base Lewis-McChord, in 2011. In 2013, he assumed command of the 2nd Canadian Division and Joint Task Forces (East).
Promoted to the rank of MGen, he was appointed Commander of the Canadian Army Doctrine and Training Centre, in Kingston on the 10th of July 2014. His extra-regimental employment includes postings to the Armour School, Headquarters Combat Training Centre, Headquarters 5th Canadian Mechanized Brigade Group, and the National Defence Headquarters. His key staff appointment was as Director Land Requirements from 2007 to 2009.

He deployed three times with different units to the former Yugoslavia, under the mandate of the United Nations Protection Force and the NATO Stabilization Force. He was appointed the Commanding Officer of the Operational Mentoring and Liaison Team in 2006 and deployed to Kandahar with Task Force 3-06. He was the Canadian Deputy Commander Joint Task Force Haiti following the earthquake that hit Haiti in January 2010. In 2011/12, he was the ISAF Joint Command Director of Afghan National Security Forces Operations, in Kabul.

He obtained his Bachelor's degree in biochemistry from the University of Ottawa and his Master's degree in Applied Science from the University of Cranfield, England. He completed the Land Force Command and Staff Course in Kingston and the Advanced Command and Staff Course at the British Joint Services Command and Staff College. He is a graduate of the Senior Executive Asia Pacific Orientation Course in Hawaii and the Combined Joint Forces Land Component Commander's course at the US Army War College. Major-General Lanthier is married, and is the proud father of two adult children.

Lieutenant-General Thibault

**Vice Chief of the Defence Staff, Canadian Armed Forces**

Lieutenant-General Thibault assumed the duties of Vice Chief of the Defence Staff (VCDS) in September 2013, and as such serves as the second in command of the Canadian Armed Forces, Commander of the VCDS Group and is responsible and accountable to the Chief of the Defence Staff and the Deputy Minister to coordinate and direct activities to ensure departmental defence policy and strategic objectives are achieved. Lieutenant-General Guy Thibault joined the Canadian Forces in 1978 and completed a Bachelor of Science degree in Mathematics and Physics at the Royal Military College. Upon completion of Army Signal Officer training in Kingston, he served in various operational capacities within the Special Service Force in Petawawa as well as 4 Canadian Mechanized Brigade Group, and Canadian Forces Europe in Lahr, West Germany.

He has held a wide range of command and staff appointments within the Army, and at National levels including assignments in the National Defence Operations Centre, Communications Security, Signals, Training and Doctrine and various positions within the Defence Information Services Organization and the Information Management Group including command of 79 Communications Regiment providing strategic communications for CF deployments world-wide. He also served as the Executive Assistant to the Vice Chief of the Defence Staff and in 2001 upon promotion to Colonel he led the DND/CF Information Management Strategic Review under the authority of the Associate Deputy Minister.

In 2002, he was appointed Commander, Canadian Forces Base Kingston prior to deploying in early 2004 with the NATO-led International Security Assistance Force in Afghanistan. Upon return from ISAF, he attended full time postgraduate studies and completed a Master's degree of Public Administration (Management) from Dalhousie University. He is a graduate of the Land Forces Command and Staff College, the Canadian Forces Staff College and the National Security Studies Program. As a General Officer, he has served as Commander Land Force Central Area - Joint Task Force Central Region; Deputy Commander Canadian Army - Assistant Chief of the Land Staff; as well as the Canadian Forces J6 and Chief of Staff for ADM (Information Management). In this latter capacity, he also assumed the role as Branch Leader for the Canadian Forces Communications and Electronics Branch.

Upon promotion to Lieutenant-General in 2011, he served as the first Chairman of the Inter-American Defense Board (IADB) in Washington, DC. This international organization is an entity of the Organization of American States and is the oldest regional defense cooperation organization in the world.
**Dr. Alex Wilner**  
*Assistant Professor, Norman Paterson School of International Affairs (NPSIA), Carleton University*

Dr. Alex S. Wilner is an Assistant Professor of International Relations at the Norman Paterson School of International Affairs (NPSIA), Carleton University. He teaches classes on intelligence, terrorism, national security, and Strategic Foresight. Professor Wilner’s research focuses on the application of deterrence theory to contemporary security issues, like terrorism, violent radicalization, organized crime, cyber threats, and proliferation. His books include *Deterring Rational Fanatics* (University of Pennsylvania Press, 2015), and *Deterring Terrorism: Theory and Practice* (eds., Stanford University Press, 2012). He has published articles in International Security, Security Studies, Journal of Strategic Studies, Comparative Strategy, NYU Journal of International Law and Politics, and Studies in Conflict and Terrorism. His commentaries appear regularly in the Globe and Mail, Ottawa Citizen, and other national outlets.

Prior to joining NPSIA, Professor Wilner held a variety of positions at Policy Horizons Canada, the Munk School of Global Affairs at the University of Toronto, the National Consortium for the Study of Terrorism and Responses to Terrorism (START) at the University of Maryland, and the ETH Zurich in Switzerland. As a researcher at Policy Horizons Canada, he conducted strategic foresight exercises on the future of state, non-state, and cyber conflict, power, and international relations.

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**Andrew Carswell**  
*Senior Delegate, International Committee of the Red Cross (ICRC)*

Based in Ottawa since 2015, Andrew Carswell currently serves as the senior delegate to Canada for the International Committee of the Red Cross (ICRC). Between 2011 and 2015, Andrew was ICRC’s senior delegate to the U.S. and Canadian Armed Forces, advising Combatant Commands, deploying operational units and advanced military colleges regarding ICRC’s field interaction with armed forces and the international legal framework governing military operations. Between 2009 and 2011 he served as advisor for the ICRC’s Unit for Relations with Arms Carriers in Geneva, where he supported twenty-five armed forces delegates worldwide regarding their efforts to implement the law of armed conflict at the national level; and between 2006 and 2009 he was based in Pretoria as Regional Delegate to the Armed Forces of Southern Africa and the Indian Ocean. He has served on ICRC operations in Jordan regarding Syria, Afghanistan, Rwanda, South Sudan, Madagascar and Zimbabwe, amongst others.

Prior to his career with the ICRC, he served as an officer in the Canadian Armed Forces Office of the Judge Advocate General (2000-05), where he specialized in military prosecutions, international law and legal training. He was deployed to the NATO chain of command as a divisional legal advisor in Bosnia (2002) and served as third in command of the Canadian Military Prosecution Service (2003-05). Before joining the military, he was a criminal prosecutor in the city of Calgary, Canada (1997-2000). He performed his articles of clerkship at the Court of Appeal of Alberta (1996-97), and remains a member of the Alberta Law Society.

He has authored publications on the law of armed conflict. A Canadian national, Andrew holds a Master's degree with distinction in the international law of armed conflict from the University of Geneva and the Graduate Institute of International Studies, in addition to a law degree from Cardiff University and an undergraduate degree in politics and history from McGill University.
Almero Retief
*Group Security – Risk and Human Rights, Rio Tinto*

Security Risk and Human Rights practitioner with over 23 years’ combined regional and international experience in training, peacekeeping, law enforcement, and security practices. This includes service in the South African Defence Force, and sixteen years in the South African Police Service, which Almero left as a Lieutenant Colonel in 2010. In March 2010, he moved to Canada and joined the Pearson Peacekeeping Centre (PPC) where he designed and delivered projects and training solutions for police, military and civilian audiences – focussing on security sector reform, sexual and gender-based violence (SGBV), Voluntary Principles on Security and Human Rights (VPSHR), community-based policing, trainer capacity building, and peacekeeping pre-deployment training.


In June 2014, Almero joined Rio Tinto’s Group Security team to support Rio Tinto’s commitment to implementing the VPSHR, and ensuring that Rio Tinto’s security personnel and arrangements protect and respect human rights. He also supports the development and implementation of Rio Tinto’s security risk assessment methodology, policies, and assurance practices. Almero’s qualifications include a B.A. degree in police sciences and criminology and an AUD in Education, Training and Development.

Professor Bert Tussing
*Director, Homeland Defense and Security, US Army War College*

Prof Bert Tussing is the Director of the Homeland Defense and Security Issues Group at the U.S. Army War College’s Center for Strategic Leadership and Development. He joined the Center in October 1999 following nearly 25 years in the United States Marine Corps. He is a Distinguished Graduate of both the Marine Corps Command and Staff College and the Naval War College, and holds Masters Degrees in National Security Strategy and Military Strategic Studies.

He has served on three Defense Science Boards; the Center for Strategic and International Studies’ Beyond Goldwater-Nichols Study; and on the Senior Advisory Group for DoD’s “Strategy for Homeland Defense and Civil Support.” He is a senior fellow on George Washington University’s Center for Cyber and Homeland Security; a member of the Board of Experts for the University of California-Irvine’s Center for Unconventional Security Affairs; a member of the Pennsylvania State University’s Homeland Defense and Security Council; and on the Homeland Security Board of Advisors for Kansas State University and the U.S. Army Command and General Staff College.

In 2009 he served on Department of Homeland Security’s Homeland Security Advisory Council, assisting in the development of the Department’s first Quadrennial Homeland Security Review, and in 2013 served on an advisory council for the Secretary of Homeland Security. In May of 2014 he was awarded an Honorary Doctorate in Humane Letters by Northwestern State University, in recognition of his work in homeland security, homeland defense, and educational initiatives surrounding those regimes. He has been married for 40 years to the former Dianne Day; has two daughters, Amber and Crystal; and two grandchildren, Parker Lee and Summer Dianne Deitch.
Diego Ruiz-Palmer  
*Special Advisor to the Secretary General for Economics and Security, NATO HQ*

Since September 2012, Mr. Diego Ruiz Palmer (United States) is the Special Advisor to the NATO Secretary General for Economics and Security, as well as Head of the Economics and Security Assessments Unit, NATO International Staff. In this capacity, he directs the conduct of assessments of the global economic environment, as well as of the economic performance of Allies and their fiscal capacity to invest in defense. Between August 2010 and August 2012, Mr. Ruiz Palmer was the first Head of the Strategic Analysis Capability (SAC) in NATO’s new Emerging Security Challenges Division. SAC is tasked with helping anticipate potential crisis situations, assess their possible implications for NATO, and provide advice.

From 2003-2010, Mr. Ruiz Palmer headed the Planning Section in NATO’s Operations Division. In 2007-2010, he led a special NATO HQ task force which developed the Comprehensive Strategic Political-Military Plan for guiding NATO’s engagement in Afghanistan that was approved on the occasion of the Alliance’s Bucharest Summit in April 2008. In addition, starting in 2008, Mr. Ruiz Palmer led a NATO HQ initiative to develop NATO’s maritime dimension.

Between 2000 and 2002, Mr. Ruiz Palmer was Vice President, European Region, Northrop Grumman, International Inc., with responsibility for transatlantic Intelligence, Surveillance and Reconnaissance (ISR) programs (Airborne Ground Surveillance; Global Hawk). From 1991–2000, Mr. Ruiz Palmer was Head, Armaments Planning Section, Defense Support Division, NATO International Staff, dealing with the planning of national and multilateral armaments programs and with NATO theater ballistic missile defense. From 1980–1991, Mr. Ruiz Palmer was an analyst and member of the United States Department of Defense’s (DoD) National Security Study Memorandum 186 task force, a special task force established under the authority of the Director of Net Assessment, Office of the Secretary of Defense, to examine various aspects of the NATO-Warsaw Pact balance of forces and NATO and Soviet Cold War contingency planning.

Dr. Rachel Remington
*Director for Transnational and Regional Intelligence, Canadian Forces Intelligence Command*

Rachel Remington joined the Canadian Forces Intelligence Command as Director for Transnational and Regional Intelligence in 2014. Before that she worked five years as analyst and deputy director at the Privy Council Office’s Intelligence Assessment Secretariat. She joined the Public Service in 2001.

Nathan Freier
*Associate Professor, National Security Studies, US Army War College*

Nathan Freier is an Associate Professor of National Security Studies with the United States Army War College’s Strategic Studies Institute (SSI). Mr. Freier came to SSI in August 2013 after five years with the Center for Strategic and International Studies (CSIS) where he was a senior fellow in the International Security Program. Mr. Freier joined CSIS in April 2008 after completing a 20-year career in the U.S. Army. His last military assignment was Director of National Security Affairs at SSI. From August 2008 to July 2012, Mr. Freier also served as a visiting research professor in strategy, policy, and risk assessment at the U.S. Army War College’s Peacekeeping and Stability Operations Institute under the provisions of the Intergovernmental Personnel Act.
Mr. Freier is a veteran of numerous strategy development and strategic planning efforts at Headquarters, Department of the Army; the Office of the Secretary of Defense (OSD); and two senior-level military staffs in Iraq. Among his many accomplishments as a military strategist, Mr. Freier was one of the principal authors of the 2005 National Defense Strategy while serving in OSD. Mr. Freier is widely published on a range of national security issues and continues to provide expert advice to the national security and defense communities. Most recently he served as the project director for a major war college study entitled “Outplayed: Regaining Strategic Initiative in the Gray Zone.” The study examined the impact of “gray zone” competition and conflict on U.S. defense strategy. Mr. Freier’s areas of expertise are defense and military strategy and policy development and strategic net and risk assessment. He holds masters’ degrees in both international relations and politics and he is a graduate of the U.S. Army’s Command and General Staff College.

Dr. Heather Hrychuk
Defence Scientist/Strategic Analyst, Defence Research and Development Canada (DRDC)

Ms. Hrychuk is a Defence Scientist/Strategic Analyst with Defence Research and Development Canada’s (DRDC) Centre for Operational Research and Analysis. Her postings with DRDC include the Royal Canadian Air Force, the Chief of Force Development, and the Canadian Forces Warfare Centre. In 2011, she completed a yearlong deployment at ISAF HQ in Kabul, providing analytical support to the Deputy Chief of Staff (Strategic Partnering) and the COMISAF Red Team.

Ms. Hrychuk currently acts as the Director of Strategic and Operational Analysis, leading a team of defence scientists supporting the Strategic Joint Staff. Prior to joining DRDC, Ms. Hrychuk worked with the Canadian Army’s Directorate of Army Doctrine, Directorate of Land Concepts and Designs and the Peace Support Training Centre in Kingston Ontario. In 2007 Ms. Hrychuk completed a thesis entitled, “Lost in Translation: the Search for 3D in Afghanistan,” and graduated with a Masters in War Studies from the Royal Military College of Canada. She also holds a Combined Honours in Law and Political Science from Carleton University.

Rear-Admiral Darren Hawco
Chief of Force Development, Canadian Armed Forces

Darren Hawco graduated from the College Militaire Royale de St-Jean in 1989 with a Bachelor of Administration. Operationally, he has deployed five times. Following initial naval training and employment as a shipborne air controller, he deployed to the Adriatic for OP SHARP GUARD as a member of the NATO Standing Naval Force Atlantic staff, enforcing a UN embargo against the Former Republic of Yugoslavia. In 1998, he next joined HMCS OTTAWA for her OP MERCATOR deployment as an integral member of the USS ABRAHAM LINCOLN Carrier Battle Group, enforcing UN sanctions against Iraq. As Executive Officer of HMCS VANCOUVER and in response to the attacks of September 11th 2001, HMCS VANCOUNVER was immediately deployed to the Persian Gulf for OP APOLLO, Canada’s commitment to the War on Terrorism. During this seven-month operational tour, HMCS VANCOUVER deployed as an integrated unit within the USS JOHN C. STENNIS Carrier Battle Group. As Commanding Officer of HMCS OTTAWA in 2006, he deployed again to the Persian Gulf, this time in support of OPERATION ALTAIR as an integrated unit within the USS BOXER Expeditionary Strike Group, where he was subsequently awarded the Meritorious Service Medal by both Canada and the United States. Finally, in December 2010 he was selected for a one-year deployment to Afghanistan as an Advisor to COMISAF within his Commander’s Initiatives Group Staff.
In his career, Rear Admiral Hawco’s non-operational shore appointments included the RCN’s Senior Advanced Air Control Instructor in the CF Naval Operations School in Halifax; Combat Division Commander at the CF Fleet School in Victoria; Senior Staff Officer Schedules, Plans & Exercises in Victoria; Executive Secretary to the Chief of the Maritime Staff in NDHQ Ottawa; Director Maritime Requirements Sea for the RCN in NDHQ Ottawa; Director General Maritime Strategic Management in NDHQ Ottawa; and Director General Cyberspace in NDHQ Ottawa. In addition to Command of HMCS OTTAWA, he was appointed as the Commander Atlantic Fleet in 2012-2013.

His academic credentials include a BAdmin from the College Militaire Royal de St-Jean, a Masters in Defence Studies from the Royal Military College, and a Masters in Defence Policy and Management from the Royal Military College. In May of 2015, he was promoted to Rear-Admiral and appointed as the Chief of Force Development at NDHQ. Somewhat handy around the house, his hobbies center on keeping his bride and four teenage daughters content.

**Dr. Craig Stone**  
*Associate Professor, Canadian Forces College*

Dr Craig Stone holds a BA in Economics from the University of Manitoba and an MA and PhD in War Studies from the Royal Military College of Canada. Dr Stone joined the academic staff at Canadian Forces College (CFC) as an Assistant Professor in the summer of 2005 after 29 years in the Canadian Forces, the last five at CFC in the Strategic Studies Directorate. He served as the Deputy Director of Academics until December 2008 and then served as the Director of Academics from December 2008 until June 2015. He teaches primarily in the area of Strategic Resource Management in Defence on the National Security Programme and the Joint Command and Staff Programme.

Dr Stone was appointed to the Interim Board of Directors for the Defence Analysis Institute in February 2014. His current research interests are in the area of defence procurement and the defence industrial base, defence budgeting, the economic impact of defence expenditures and senior officer professional military education.

**Dr. Ann-Renée Blais**  
*Director, Director General Military Personnel Research and Analysis (DGMPRA)*

Dr. Ann-Renée Blais graduated from Université de Montréal in 1997 with a major in psychology and a minor in mathematics. Subsequently, she completed both MA and PhD in quantitative psychology (with an interdisciplinary specialization in economic and behavioural decision analysis) at The Ohio State University under the supervision of Dr. Elke Weber. Dr. Blais returned to Montreal in 2001 to pursue post-doctoral work in experimental economics at the Center for Interuniversity Research and Analysis of Organizations. In 2002, she moved to Defence Research and Development Canada (Toronto Research Centre).

In Toronto, Dr. Blais began her research career in the area of judgment and decision-making, investigating risk-taking perceptions and behaviours as well as individual differences in decision-making processes. In the following years, she expanded her research program to include post-deployment reintegration attitudes, team trust, organizational effectiveness, and attitudes towards mental health care, with a particular focus on the measurement and statistical modeling of these constructs in a military context. Between 2011 and 2014, Dr. Blais was Section Head (Psychology Group) and, in 2014, she completed a four-month developmental opportunity as Acting Director (Individual Behaviour and Performance).

For eight years, she also taught undergraduate and graduate courses in statistics, research methods, and psychometrics at both York University and Ryerson University. In 2015, Dr. Blais joined Director General Military Personnel Research and Analysis in Ottawa, where she currently is Acting Section Head, Leadership and Culture. Her research now focuses on military culture, more specifically on socialization, values, and person-organization fit.
Between 2008 and 2013, Dr. Blais was the Canadian lead on the NATO RTO HFM 163 RTG (Improving the Organisational Effectiveness of Coalition Operations) as well as on a subsequent Lecture Series. Her work has appeared in scholarly journals including Psychological Review, Journal of Behavioral Decision Making, Military Psychology, and Ethics and Behavior. She has served as a reviewer for the National Science Foundation and for a large number of journals and professional associations.

Dr. Anna Sackett
Research Psychologist,
US Army Research Institute for Behavioral and Social Sciences

Dr. Anna Sackett has worked as a Research Psychologist (GS13) for the U.S. Army Research Institute for Behavioral and Social Sciences (ARI) since 2012. Dr. Sackett’s Ph.D. is in Industrial and Organizational Psychology from the University at Albany, State University of New York (SUNY) where she focused on goal setting and motivation. She has presented research and published reports for ARI on strategic thinking, visualizing complex problems, information operations, and Army Design Methodology.

From her strategic thinking research, Dr. Sackett describes six strategic thinking competencies that are relevant for the Army, specifically, comprehensive information gathering, learning, critical thinking, creative thinking, thinking in time, and systems thinking. Dr. Sackett’s research distinguishes the competencies from four strategic thinking enablers that help translate strategic thinking to others (i.e., communication, collaboration, emotional regulation, and knowledge). She briefed the strategic thinking research findings to the Army Science Board, who reports to the Chief of Staff of the Army. Building on a need identified in her strategic thinking research, Dr. Sackett developed four strategic thinking skill-building exercises that provide an opportunity to isolate specific skills related to strategic thinking and iteratively practice those skills. Dr. Sackett is currently developing a multimedia resource synthesizing ARI’s robust body of research on Army Design Methodology and strategic thinking, which will include the strategic thinking skill-building exercises.

Dr. Sackett has observed rotations at the Joint Readiness Training Center and the National Training Center. In 2013, she conducted a needs analysis for the Information Proponent Office to assess the needs of Information Officers (FA30s) across DOTMLPF. In 2012, Dr. Sackett was a key team member in the Warrant Officer Continuum of Learning Study led by the Combined Arms Center (CAC) in which she designed surveys and focus group protocol and participated in data collection. Dr. Sackett remains involved with various aspects of Army education and leader development efforts. Dr. Sackett is currently conceptualizing research that enables the application of psychological principles to operational settings where Soldiers need to understand human behavior and mass movements. She represents ARI as a member of the Strategy Education sub-committee of the Army Learning Coordination Council (ALCC) led by the Commandant of the Army War College. Other interests include talent management and broadening experiences. Prior to working for ARI, Dr. Sackett worked as an independent consultant for various organizations, primarily focusing on organizational survey research.

Colonel Jonathan Shaw
Command Chaplain, US Army Europe

Other professionally rewarding positions include service in units of the Infantry, Field Artillery, Aviation, Air Defense Artillery, Engineer, Signal, Medical, and Joint Forces, in combat operations (Panama, Iraq), deployments (Honduras, El Salvador, Nicaragua, Saudi Arabia), and overseas assignments (South Korea, Germany).

Chaplain Shaw is ordained by the Lutheran Church—Missouri Synod, his Department of Defense-recognized Ecclesiastical Endorsing Agency. His awards include the Legion of Merit and Ministry to the Armed Forces St. Martin of Tours medal.


Chaplain Shaw has published over 40 articles in a variety of theological and military journals in the areas of ethics, military religious support doctrine, religion and strategy, liturgics, homiletics, and systematic theology. He has also collaborated on recent ethics initiatives of the Chairman, Joint Chiefs of Staff, and the Chief of Staff, U.S. Army. Most recently, Chaplain Shaw presented, “Ethical Reasoning at the Strategic Level: An Applied Ethical Framework for the Profession of Arms,” at the biennial Inter-University Seminar of Armed Forces and Society (Oct. 2015, Chicago). Chaplain Shaw is a founding editor of the journal Gottesdienst (1990).

Jill Sinclair
Executive Director, External Engagement & Partnerships, Canadian Defence Academy

Ms. Sinclair joined the Department of External Affairs in 1981 and has held diplomatic posts in Prague, Havana and the Middle East. In September 2008, she joined the Department of National Defence as Assistant Deputy Minister (Policy) and in July 2014, was appointed Executive Director, External Engagements and Partnerships at the Canadian Defence Academy (MILPERSGEN Command). In her new position, Ms. Sinclair will lead the institutionalization of national and international partnerships, in support of a Whole of Government approach, in matters related to excellence in the profession of arms and in the development of expertise in defence and international security issues.

Her professional career has focused on issues of international and regional security and defence. From April 2006 to July 2008 she served as Assistant Secretary to the Cabinet, Foreign and Defence Policy at the Privy Council Office.

Ms. Sinclair was Canada’s Special Coordinator for the Middle East Peace Process from September 2003 to 2006, based in the Middle East, with responsibility for engagement throughout the region on all dimensions of the peace process. From August 2001 to 2003, Ms. Sinclair was Director General, International Security Bureau at the Department of Foreign Affairs, responsible for Canada/US defence relations, NATO, the OSCE, arms control and disarmament and regional security dialogues and arrangement.

She served as Executive Director of the Canadian sponsored International Commission on Intervention and State Sovereignty from November 2000 to December 2001. The Commission produced the report “Responsibility to Protect,” which was submitted to the UN Secretary General in December 2001.

Ms. Sinclair has also served as Director General Global Issues, responsible for Canada’s human security initiative. From 1996 to 1998, as Director of the Non-Proliferation, Arms Control and Disarmament Division, Ms. Sinclair led the Ottawa Process which resulted in the negotiation of the Ottawa Convention banning anti-personnel landmines. She was appointed as Canada’s first Ambassador for Mine Action in May 1998.
Ms. Sinclair is a graduate of Glendon College, York University with an Honours BA in Political Science and History (1979). She undertook post-graduate work in Strategic Studies and International Relations at Dalhousie University (not completed). Ms. Sinclair has also served on the UN Secretary General’s Advisory Board on Disarmament Affairs.

Loren DeJonge Schulman  
Deputy Director of Studies, Center for a New American Security  

Loren DeJonge Schulman is the Deputy Director of Studies and the Leon E. Panetta Senior Fellow at the Center for a New American Security. Her research interests include national security and defense strategy and reform, with focus on strengthening and modernizing the U.S. national security toolkit.

Ms. Schulman most recently served as the Senior Advisor to National Security Advisor Susan Rice. Before returning to the White House in 2013, she was Chief of Staff to the Assistant Secretary of Defense for International Security Affairs, advising on security policy issues related to Europe, the Middle East, Africa, and Russia. She served as Director for Defense Policy on the National Security Council staff from 2011 – 2012, contributing to the 2012 Defense Strategic Guidance, overseeing development of the U.S. Security Sector Assistance Policy, and coordinating U.S.-Libya policy at the outset of military intervention. Prior to that, she worked as a special assistant to Secretary of Defense Robert Gates, first supporting the Obama administration's transition in the Department of Defense and later advising on the 2010 Quadrennial Defense Review, defense reform issues, and major interagency initiatives.

Ms. Schulman is also an affiliate of Stanford University’s Center for International Security and Cooperation. She began her career in government as a Presidential Management Fellow. Raised in Texas, she received her Bachelor of Arts in political science and international studies from Trinity University and her Master in Public Policy from the University of Minnesota as a Distinguished Fellow for International Peace and Conflict Studies.

Professor William G. Braun  
Professor of Practice, Strategic Studies Institute (SSI), US Army War College  

William G. Braun III is Professor of Practice at the Strategic Studies Institute, a research institute within the U.S. Army War College. Professor Braun’s research agenda includes senior leader decision-making, military concepts and force development, and land force employment— with an emphasis on Stability Operations and Security Force Assistance.

His professional career as an army officer included assignments as Director, CJ-7 (Force Integration, Training, and Education Directorate), Combined Security Transition Command-Afghanistan (CSTC-A); Director of Requirements, Deputy Chief of Staff G-3/5/7 Pentagon; Aviation Battalion Commander, Soto Cano Air Base, Honduras; operational assignments at Ft. Bragg, NC, Camp Casey Korea, Ft. Campbell, KY; and previous institutional support assignments at the Pentagon, Ft. Rucker, AL., and the U.S. Army Recruiting Command.

Professor Braun holds a Bachelor of Arts degree from Alfred University and Master Degrees from the U.S. Army War College, School of Advanced Military Science (SAMS), and Webster University.
Major-General Eric Tremblay  
*Commander, Canadian Defence Academy*

Major-General Eric Tremblay graduated from le Collège militaire royal de St-Jean (CMRSJ) in 1985 and began his career with the Royal Canadian Artillery with 5e Régiment d’artillerie légère du Canada (5e RALC). At the tactical level, he has commanded at the Battery, Regimental and Brigade levels. His field assignments included: 5e RALC, 4th Air Defence Regiment, the Royal Canadian Air Defence Artillery School, the Tactics School, the Royal Canadian Artillery School, and 5e Groupe-brigade mécanisée du Canada. He has served in joint positions within Force Mobile Command, the Vice-Chief of Defence Staff Group, the Deputy Chief of Defence Staff Group (DCDS), the Strategic Joint Staff (SJS) and I (US) Corps.

Senior Staff appointments include Section Head/Directorate of Defence Analysis (VCDS), Executive Assistant to the DCDS, Director of Current Operation at the SJS, ISAF Spokesperson, Assistant Deputy Chief of Staff Communications/ISAF HQ, Afghanistan, and Deputy Commanding General (Support) and Chief of Staff I (US) Corps. His operational deployments include Cyprus (1987), Bosnia-Herzegovina (1996) and Afghanistan (2004 and 2009-2010). At the operational level, he has commanded the Royal Military College of Canada (2011-2013). Major-General Tremblay assumed command of the Canadian Defence Academy on 26 July 2013.

Major-General Tremblay holds a BA in Business Administration from CMRSJ and a Master’s degree in War Studies from the Royal Military College of Canada.

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Major General William E. Rapp  
*Commandant, US Army War College*

Major General William E. Rapp is the 50th Commandant of the U.S. Army War College. He graduated from the United States Military Academy (USMA) in 1984 and commissioned a Second Lieutenant in the Corps of Engineers. His education includes a Bachelor of Science degree from USMA, a Masters of Arts in Political Science, a Masters of Arts in National Security Policy, and a PhD in Political Science from Stanford University. His military education includes the Engineer Officer Basic Course, Infantry Officer Advanced Course, US Army Command and General Staff College, the Army War College, and the Joint Forces Staff College. He was the distinguished honor graduate of his Infantry Officer Advance Course, Ranger School class, Jumpmaster class, and the Strategist Program at CGSC. Major General Rapp was a licensed Professional Engineer in the state of Virginia.

Major General Rapp’s early assignments included duties as a Platoon Leader, Executive Officer, Assistant S3, and the Corps Operations Officer in Germany and at Fort Bragg, North Carolina. He commanded an airborne engineer company during OPERATION DESERT STORM. Following grad school, he then served as an instructor and assistant professor in the Department of Social Sciences at USMA and as an Engineer Battalion S3 and Group S3 at Fort Lewis, Washington. He also served as the Military Assistant to the Secretary of the Army (Civil Works) before commanding the 54th Engineer Battalion (Combat) (Mech) in Bamberg, Germany.

Following command, Major General Rapp was selected for the Council of Foreign Relations Fellowship at the Institute for International Policy Studies in Tokyo, Japan. He returned to the states in the summer of 2003 to attend the Army War College before proceeding to Fort Lewis to serve as the Chief of Plans (G3) for I Corps Headquarters. In June 2005, he assumed command of 555th Combat Engineer Group and deployed in support of the 101st Airborne Division for OPERATION IRAQI FREEDOM.

In 2007, Major General Rapp completed his command and returned to Iraq as the Director of the Commander’s Initiatives Group serving under GEN Petraeus in Multi-National Forces-Iraq. In 2008, Major General Rapp then served as the Commanding General of the Northwestern Division of the Corps of Engineers in Portland, Oregon followed by assignment as the 72nd Commandant of Cadets at the United States Military Academy in 2009.
Major General Rapp served as the National Support Element Commander and Deputy Commanding General for Support of US Forces, Afghanistan, in 2011-12, responsible for performing National Command Element and National Support Element functions for all US Forces in Afghanistan. Major General Rapp’s most recent assignment was Chief, Army Legislative Liaison.

His awards and decorations include the Distinguished Service Medal with oak leaf cluster, Defense Superior Service Medal with oak leaf cluster, Legion of Merit with oak leaf cluster, Bronze Star with oak leaf cluster, the Meritorious Service Medal with five oak leaf clusters, and the Army Commendation Medal with four oak leaf clusters. He has earned the Combat Action Badge, Master Parachutist wings, Air Assault wings, Ranger Tab, and the Engineer Regiment’s Silver DeFleury Medal.

Dr. Guillaume Lasconjarias
Research Advisor, NATO Defense College

Dr. Guillaume Lasconjarias is a Research Advisor in the Research Division of the NATO Defense College in Rome. His areas of interest include military doctrine, counter-insurgency operations, and revolution in military affairs.

Prior to his current position, he was a researcher at the French Ministry of Defense (IRSEM - Institute for Strategic Research) from 2010 to 2012. In this capacity he lectured on various topics at the French War College, where he was also in charge of an elective course. From 2007 to 2010, he served as Deputy to the Head of the Research Bureau at the French Army Centre for Force Employment Doctrine.

He started his professional career as a university lecturer at the Sorbonne in Paris. Guillaume is also a reserve officer, having graduated from the ROTC in Saint-Cyr Coëtquidan. He has been deployed on various exercises and operations. He currently serves within a Marine Infantry Brigade as an Intel and Amphibious Operations officer. He is a member of the CIOR (International Confederacy of Reserve Officers), an association which is recognised by national MoDs and by the NATO Military Committee. He holds a PhD in History from the Sorbonne. A former student of the École Normale Supérieure in Lyon, he has published two books and several articles in defense publications such as Sécurité Globale and Revue de Défense Nationale. He has given a number of interviews on military issues on the national TV channel France 24.

Dr. Jeffrey Larsen
Director of Research Division, NATO Defense College

Dr. Jeffrey A. Larsen became Director of the Research Division at the NATO Defense College in 2013. Previously he served as a Senior Scientist with Science Applications International Corporation, president of Larsen Consulting Group in Colorado Springs, and as a Lt Colonel in the US Air Force where he held positions as a command pilot in Strategic Air Command, associate professor at the Air Force Academy, and first director of the Air Force Institute for National Security Studies. He has been an Adjunct Professor at Denver, Northwestern, and Texas A&M universities. In 2005 he was selected as NATO’s Manfred Wörner Fellow. He twice won SAIC’s annual publications award. He has served as a consultant to Los Alamos and Sandia National Laboratories, US Strategic Command, US Northern Command, the US Air Force, and the Defense Threat Reduction Agency.

Dr. Larsen is the author or editor of more than 150 books, articles, and monographs on current issues in national security, including Arms Control and Cooperative Security (with James Wirtz, Lynne Rienner Press, 2009), On Limited Nuclear War in the 21st Century (with Kerry Kartchner, Stanford, 2014) and NATO’s Responses to Hybrid Threats (with Guillaume Lasconjarias, NDC, 2015). He earned his PhD in politics from Princeton University, and is married to his college sweetheart, Cynthia. They have four children and two grandchildren.
Dr. Bastian Giegerich  
*Director of Defence and Military Analysis, The International Institute for Strategic Studies (IISS)*

Dr Bastian Giegerich is the Director of Defence and Military Analysis at The International Institute for Strategic Studies (IISS) in London. Having been affiliated with the IISS since 2005, he worked for the German Ministry of Defence and the German armed forces between 2010 and 2015 in various research and policy roles. Bastian holds a PhD in International Relations from the London School of Economics and Political Science and an MA in Political Science from the University of Potsdam, Germany.

Caroline Leprince  
*Policy Analyst, Raoul-Dandurand Chair of Strategic and Diplomatic Studies, Université du Québec à Montréal (UQAM)*

Caroline Leprince is a policy analyst at Public Safety Canada since 2014 and an associate fellow with the Raoul-Dandurand Chair of Strategic and Diplomatic Studies. She previously was a research assistant with the Directorate of Land Concepts and Designs for the Department of National Defence, an organization that advised the Chief of Land Staff on the future security environment. She also served as a member of the Canadian Armed Forces’ Primary Reserve for 9 years, during which time she deployed with the Psychological Operations unit in Kandahar, Afghanistan. She has published several publications in peer-reviewed and policy journals on the Canadian intervention in Afghanistan, civil-military relations and counter-insurgency operations. She holds a master’s in project management from École des sciences de la gestion (ESG), a master’s in political science from Université du Québec à Montréal (UQÀM) and a bachelor in international relations and international law from UQÀM.

Friedrich Schröder  
*Civilian Reconstruction and Development for Afghanistan, Iran and Pakistan, German Federal Foreign Office*

Friedrich Schröder is a career diplomat at the German Federal Foreign Office (GFFO). As the Head of Reconstruction and Development for Afghanistan, Pakistan and Iran in the GFFO’s newly created Stabilization Division, he is in charge of overseeing civilian reconstruction in these three countries. With an annual project volume of €180 million, the main emphasis is on Afghanistan, a country Mr. Schröder focused on previously in the GFFO’s Afghanistan-Pakistan Task Force. Prior to serving in Berlin, he worked as a Press and Political Affairs Officer at the German Embassy Pretoria, South Africa, where he steered the embassy’s press and public relations work. He also ran the German Information Centre (GiC), the GFFO’s regional public diplomacy outreach in Anglophone Sub-Saharan Africa.

Mr. Schröder holds a Masters Degree in International Relations/Strategic Studies and International Economics from the Johns Hopkins University School of Advanced International Studies (SAIS). Before coming to SAIS, he received a German Magister with distinction in American Studies, Political Science and History from the University of Bonn. He also studied International Relations at the University of Toronto as a DAAD fellow and has worked for the Center for Transatlantic Relations (CTR), the German Council on Foreign Relations (DGAP), the International Institute for Strategic Studies (IISS), Gerling Global Insurance Canada, the Center for European Integration Studies (ZEI) and the Political Section of the German Embassy in Washington, D.C. In addition, he spent six months as a Carlo Schmid Fellow in NATO’s Public Diplomacy Division at the organization’s headquarters in Brussels.

His interests are in transatlantic relations, Afghanistan and the wider region, security policy and diplomatic history. He is married to Julia Schröder and has two sons.
Colonel Scott Kendrick
Armor Officer, Army Capabilities and Integration Center (ARCIC), US Army

COL Scott Kendrick is an armor officer assigned to the Army Capabilities Integration Center (ARCIC) and as chief of the Strategic Landpower Task Force’s National Capitol Region Office in Arlington, VA. Previously, he served as the Division Chief for Joint Operational Warplanning on the Joint Staff, J-5 for three years after attending senior service college at NDU. Prior to serving in Washington, DC, he spent most of his time as a field grade officer at Fort Hood, serving in III(US) Corps, the 4th Infantry Division, and on two occasions in the 1st Cavalry Division as a part of OIF. Before that he attended CGSC and the School of Advanced Military Science. Additionally, COL Kendrick served in Friedberg, FRG, Fort Riley, and Fort Leavenworth. A 1987 graduate of Clemson University, he is married with two children.

General Sir Richard Barrons
Former Commander, Joint Forces Command, British Army

General Sir Richard Barrons served as Commander Joint Forces Command, one of the six ‘Chiefs of Staff” leading the UK Armed Forces until April 2016. He was responsible for 23000 people worldwide and a budget of £4.3Bn, delivering intelligence, Special Forces, operational command and control, information systems and communications, logistics, medical support, and advanced education and training across the Armed Forces. His military career includes leadership from Captain to General on military operations in Bosnia, Kosovo, Northern Ireland, Iraq and Afghanistan – often as part of US-led coalitions.

His ambitions now are to be at forefront of applying disruptive technology as it revolutionizes business, society and government, to find a leading part in addressing the causes of instability, tension and conflict in a rapidly changing world, and to contribute to the continuing evolution of defense and security thinking worldwide.

Professor Kim Richard Nossal
Queen’s University

Kim Richard Nossal is a professor in the Department of Political Studies and the Centre for International and Defence Policy, Queen’s University. He is a former editor of International Journal and a former president of the Canadian Political Science Association. He is the author of a number of works on Canadian foreign and defence policy, including The Politics of Canadian Foreign Policy, 4th edition, co-authored with Stéphane Roussel and Stéphane Paquin and published by McGill-Queen’s University Press in November 2015. His latest book, Charlie Foxtrot: Fixing Defence Procurement in Canada, will be published by Dundurn Press later in 2016.

Dr. Paula Thornhill
Director, AIR FORCE Strategy and Doctrine Program, RAND Corporation

Dr. Paula Thornhill directs RAND Corporation’s Project AIR FORCE Strategy and Doctrine Program. She retired from the U.S. Air Force as a brigadier general in 2009. During her career, she served as the Air Force Institute of Technology Commandant, Dayton, Ohio; 50th Support Group Commander, Schriever AFB, Colorado; and special assistant to the 15th Chairman of the Joint Chiefs of Staff.

Dr. Thornhill has a D.Phil. in history from Oxford University. She is a member of the USAF Academy Board of Visitors and an adjunct professor of strategic studies at Johns Hopkins University School of Advanced International Studies.
Vice Admiral, US Navy (R) Kevin Green
Consultant Practice Leader, Robertson Blodgett Consulting

Kevin Green is a senior business executive with more than forty years of government and private sector experience in operational planning and execution, delivering professional services and advanced technology to achieve demanding missions. He is focused on bringing best practices and tools to solve complex challenges and enable enterprise success with high performance under resource constraints. He consults with the Defense Science Board, the National Academy of Sciences, and the Council on Foreign Relations. A retired vice admiral, he is a member of the US Naval Institute and the Surface Navy Association Executive Committee, and serves on the Tuskegee University Board of Trustees.

Prior to joining CPS Professional Services Kevin served as Vice President of IBM Federal where he managed IBM’s lines of business across the Department of Defense and the National Intelligence Community with full responsibility for providing coordinated technology, consulting and systems integration services to solve client enterprise management and mission capabilities challenges. He was a member of IBM’s Industry Academy and chaired its Global Defense Board. In Kevin's prior roles at IBM he served as Director then Partner and Vice President in IBM's Global Business Services where he consolidated IBM’s Defense and Intelligence services account teams to provide coordinated professional services to the Department of Defense and the National Intelligence Community, and directed the company’s Navy and Defense Agencies accounts in delivering professional services for enterprise and operational missions.

Prior to joining IBM in 2004 Kevin served more than thirty years as a naval officer, completing his Navy career as Deputy Chief of Naval Operations for Operations, Plans, and Policy. As DCNO, he coordinated global naval operations, strategic planning, information operations, and naval policy development; and managed service relationships with the Office of the Secretary of Defense, the Joint Staff, the National Security Council staff, the US military services, other federal agencies, and allied navies. As a flag officer he commanded Naval Forces U.S. Southern Command, the ABRAHAM LINCOLN Carrier Group, and Naval Training Center Great Lakes, Illinois. He served in the Office of the Secretary of Defense, Atlantic Fleet Headquarters, the Bureau of Naval Personnel, and commanded Destroyer Squadron 23 and the guided missile frigate USS TAYLOR. He graduated from the United States Naval Academy and the National War College, and received an M.S. in Applied Science from the Naval Postgraduate School.

Lieutenant-General (R) Stuart Beare
Tri-Leaf Insights Inc.

Stuart Beare is a thirty-six year veteran of the Canadian Armed Forces, the Canadian Army and the Royal Regiment of Canadian Artillery (and has the hearing aids to prove it!). Retiring at the rank of Lieutenant-General in late 2014, he has commanded at every level: Battery, Regiment, Brigade, Land Force Area, Land Force Doctrine and Training System, Expeditionary Forces Command and lastly Canadian Joint Operations Command where he oversaw the CAF’s anticipation, preparation for and conduct of CAF operations - with and alongside partners - in Canada, on the Continent and globally - in all domains: land, sea, air, space and cyber.

As Commander LFDTS (now CADTC) from 05-08 he led the Canadian Forces efforts in land warfare and training during the height of our combat operations in Afghanistan. As Chief of Force Development from 08-10 he led Joint Force and Joint Capability Development while managing the CAF’s overall defence capability plan. He commanded troops in major domestic operations here at home (Manitoba floods, Ontario Ice Storm, G8/G20 in Kananaskis) and overseas, including Canada’s last rotation in Cyprus (’93), twice in Bosnia - including a year as Commander Multi-National Brigade NW (’03-04), and in NATO Training Mission Afghanistan (’10-11) - where he led and worked alongside scores of partners in guiding the expansion, modernization and professionalization of Afghanistan’s Ministry of Interior and five national police forces.
He has a BEng degree from CMR and RMC (’83), and is a graduate of multiple Command and Staff programs, including the Technical Staff Course run by the UK’s Royal Military College of Science and Cranfield University. He loves soldiering and working with the soldiers, sailors and airmen and women who serve Canada. His family, like so many others, serves and has served – and he is a fervent champion of those who enable us to serve. He remains engaged with his former profession and partners as a Fellow with the Canadian Global Affairs Institute, and as a working group member within the University of Ottawa’s Centre for International Studies-led 2015 Ottawa Forum. He is Patron for Soldiers Helping Soldiers - a volunteer movement of uniformed volunteers who, with partners, are attracting, identifying and supporting homeless Veterans - and he is an active member of Canada Company.

He now provides executive leadership and consulting services to a broad range of clients, including serving with Accenture as Strategic Advisor Public Safety and Defence. His wife France and he enjoy adventure, travel, and exploring - including walking the 800km Camino Santiago del Compostela in Spain shortly after his retirement from the Forces.

Oh, and last year he became a pilot – much to the dismay of his old friends in the Air Force!

**Professor Douglas Lovelace**  
*Director, Strategic Studies Institute (SSI), US Army War College*

Douglas C. Lovelace, Jr., became the Director of the Strategic Studies Institute in May 2000. He held the Douglas MacArthur Professor of Research Chair at the U.S. Army War College. His Army career included a combat tour in Vietnam and a number of command and staff assignments. While serving in the Plans, Concepts and Assessments Division and the Conventional War Plans Division of the Joint Staff, he collaborated in the development of documents such as the National Military Strategy, the Joint Strategic Capabilities Plan, the Joint Military Net Assessment, national security directives, and presidential decision directives. He also was Director of Military Requirements and Capabilities Management at the U.S. Army War College. He is a graduate of the U.S. Army Command and General Staff College and the National War College. He holds an MBA from Embry Riddle Aeronautical University and a J.D. from Widener University School of Law. He is a member of the Pennsylvania and New Jersey bars. He has published extensively in the areas of national security and military strategy formulation, future military requirements and strategic planning.