



# Real Change in The National Security Environment: Transforming Transformation



A Forces Transformation and Resources Seminar  
Marshall Hall, Room 155, Fort Lesley J. McNair, Washington, DC 20319  
February 24, 2009

**Tuesday, February 24th**

---

- 0800-0815**      **Welcome and Introductory Remarks**  
**Dr. James M. Keagle**, Director, Transforming National Security Seminar Series  
Center for Technology and National Security Policy, NDU
- 0815-0845**      **Succeeding in a Dangerous and Complex World**  
*Theme: "Shift happens." Whether we like it or not, the world is changing around us. Trends in demographics, energy and environment, economics, science & technology, nature of conflict, and other area will have profound impacts on the national security environment. However, existing institutional frameworks are poorly structured to accommodate change that spans agencies and defies easy categorization. What might some of the future environments look like? How can DoD, and other national security institutions address cross-cutting global issues that affect government (civil and military), business, and civil society stakeholders? What would success look like?*  
**Dr. Thomas X. Hammes**, Colonel, USMC (Ret)
- 0845-0945**      **Keynote Address**  
**General James E. Cartwright**, Vice Chairman of the Joint Chiefs of Staff
- 0945-1000**      **Break**
- 1000-1145**      **Science and Technology Trends**  
*Theme: The pace of technological change is accelerating, with unforeseen consequences, and complex second and third order effects. But the US government (USG) in general, and DoD in particular, isn't able to adjust to (or sometimes even to understand) the impact of exotic advances in fields as diverse as biology, socio-cognitive sciences, and cyber technology. Even if it does recognize them, it's nearly impossible to incorporate them into programs of record quickly. Which identifiable trends that will have significant impact on DoD programs? On national security writ large?*  
**Moderator: Dr. Linton Wells**, Transformation Chair, Center for Technology and National Security, NDU  
**Mr. Dennis M. Bushnell**, Chief Scientist, Langley Research Center, NASA  
**Dr. Scott Pace**, Director, Space Policy Institute, Elliott School for International Affairs, George Washington University  
**Mr. Samuel S. Visner**, Vice President for Strategy and Business Development, CSC and Adjunct Professor, Georgetown University, School of Foreign Service
- 1145-1300**      **Working Lunch**  
**Dr. Linton Wells**, Transformation Chair, Center for Technology and National Security, NDU

**1300-1445**

**Processes**

*Theme: Relationships in many future environments will be a mix of collaboration, competition and conflict. Neat divisions of roles and responsibilities will be harder to define. A major challenge for DoD will be to cultivate formal and informal networks on a continuing basis to approach traditional problems from shared perspectives. Interagency processes, civil-military partnerships, and international cooperation will be key elements in executing national security priorities. What new processes can better link DoD acquisition to the rapidly shifting technological landscape? What new processes can allow national security institutions to function more effectively in the emerging environment? What kinds of oversight mechanisms are appropriate for the blurring lines between public and private activities?*

**Moderator: Mr. Terry Pudas**, Senior Research Fellow, Center for Technology and National Security, NDU

**Dr. Hans Binnendijk**, Center for Technology and National Security Policy, NDU

**Dr. Christopher Lamb**, Senior Fellow, Institute for Strategic Studies, NDU

**1445-1500**

**Break**

**1500-1645**

**People**

*Theme: What types of leaders will be needed by the national security institutions to face the likely challenges of the next decade, and beyond? Can the DoD (and other national security institutions) create educational opportunities to grow this next generation of achievers? This panel will emphasize strategies for developing new leaders who can learn, think, adapt, and communicate through both traditional and non-traditional methods in the emerging environment.*

**Moderator: Dr. Linton Wells**, Transformation Chair, Center for Technology and National Security, NDU

**Dr. Cathy Downes**, Professor, Information Resources Management College, NDU

**Dr. Stephanie Platz-Vieno**, Deputy Director, National Security Professional Development Integration Office

**1645-1700**

**Closing Remarks**

**Dr. James M. Keagle**, Director, Transforming National Security Seminar Series  
Center for Technology and National Security Policy, NDU