Panel Proposal for INDC visit to NDU on May 15 2017

Hosted by the College of International Security Affairs (CISA)

**Panel 1: 10:00 to 11:15**

**How does the United States make Grand Strategy?**

Topics: This panel asks: Does the United States have a grand strategy, and what is the process by which strategies are formed, articulated and implemented in the US foreign policymaking process?

Sub topics: Comparing grand strategies between recent US administrations; Domestic politics and how they affect the formation of US strategic interests; the bureaucratic process of grand strategizing; the making of US strategy documents like the National Security Strategy and the Quadrennial Defense Review; problems and potential pitfalls of the strategizing process.

Moderator: Dr. Andrew Novo, associate professor at the College of International Security Affairs

Panelists: Dr. Frank Hoffman, distinguished research fellow at the Institute for National Security Studies at NDU. Dr. Hoffman is a retired military officer, with extensive experience in strategic planning functions in the US government. He is a prolific writer on grand strategy issues. <http://inss.ndu.edu/Media/Biographies/Article-View/Article/571462/hoffman-francis-g/>

Dr. Sean McFate, associate professor at the College of International Security Affairs. Dr. McFate is an expert on US grand strategy and national security, and a very engaging speaker. In addition to his scholarly work, he regularly writes for and appears in leading publications and news outlets. <http://cisa.ndu.edu/Portals/76/Documents/About/FacultyBios/SMcFateBio.pdf>

1 or 2 additional panelists, TBD (aiming for high-profile, compelling speakers—will try for Hal Brands <https://www.sais-jhu.edu/users/hbrands2> ).

Format: The panelists will each give short presentations, lasting a total of 30 minutes. After the presentations, the moderator will lead a whole-group question and discussion session, lasting 45 minutes.

**11:15 to 11:30 Break**

**Panel 2: 11:30 to 12:45**

**Service Cultures and Personnel Challenges in the US Military**

Moderator: TBD

Panelists: Ms. Rebecca Zimmerman, a RAND analyst who is part of a team currently conducting a long-term study on service cultures in the US military. Ms. Zimmerman will define service culture, and discuss how different service cultures in the Army, Navy, Airforce and Marines affect joint capabilities and operations.

LTC Dwight (Buzz) Phillips, currently serving in the Office of the Secretary of Defense, LTC Phillips wrote his doctoral dissertation on how changes in the Army's institutional culture have led to a new American way of war. He will present some of this work, drawing on insights from previous generations.

Col Adam Oler, a professor at the National War College at NDU, will speak on the upcoming personnel challenges in the US military as a whole (not just by service), including gender integration issues.

TBD- A female officer who can offer a perspective on the debate related to women in combat, and the varying ways different services are moving forward with new directives. Alternately, someone who might speak to similar issues on the Israeli side, for a comparative perspective.

Format: The panelists will each give short presentations, lasting a total of 30 minutes. After the presentations, we will split into 3 smaller sessions in different classrooms. One of the panelists will be in each classroom, and INDC and CISA faculty members will help facilitate a small-group discussion on the presentations.