



# DISRUPTION & DETERRENCE

THE 2023 ASPI CONFERENCE

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**14-15 SEPTEMBER 2023**

NATIONAL CONVENTION CENTRE • CANBERRA



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## About ASPI

The Australian Strategic Policy Institute was formed in 2001 as an independent, non-partisan think tank. Its core aim is to provide the Australian Government with fresh ideas on Australia's defence, security and strategic policy choices. ASPI is responsible for informing the public on a range of strategic issues, generating new thinking for government and harnessing strategic thinking internationally. ASPI's sources of funding are identified in our Annual Report, online at [www.aspi.org.au](http://www.aspi.org.au) and in the acknowledgements section of individual publications. ASPI remains independent in the content of the research and in all editorial judgements. It is incorporated as a company, and is governed by a Council with broad membership. ASPI's core values are collegiality, originality & innovation, quality & excellence and independence.

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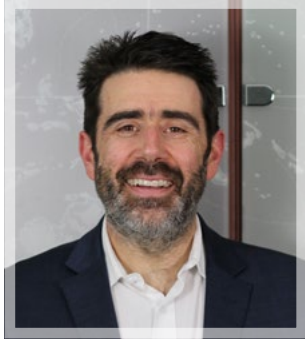
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# Introduction



**Welcome to the 2023 ASPI conference. Our theme, ‘Disruption and Deterrence’, has been chosen to generate conversations that capture the circumstances, priorities, challenges and opportunities that are most pressing to Australia and our region.**

The world is in a period marked by disruption—geopolitical, technological and military. The solution is not to ignore the disruption but to monitor, mitigate and manage it. The strategic instability caused by these heightened levels of disruption, from the Euro-Atlantic to the Indo-Pacific, is demanding an increased focus on deterrence as we seek to ensure that competition and tension do not tip into, or exacerbate, conflict.

With the return of state-on-state conflict and malign strategic objectives—including illegal territorial gain—foreign and defence policies that rely on reassurance without deterrence have proven inadequate to constrain aggression and maintain stability.

At the same time, the rapid development of new technologies and the way they are being applied to military capabilities complicates deterrence. Critical technologies are affecting societies and national security as never before, while new players such as developing states and global tech giants are reshaping markets that were previously the overwhelming domain of major powers.

Whoever gains supremacy in critical technologies that enhance military capabilities will have a clear advantage. Australia and our partners need to stay ahead of rivals by developing superior technology and capabilities and getting them onto the battlefield more quickly and effectively.

How Australia responds as a nation and as a partner to others will help shape our region for future generations. This era of strategic competition is not limited to ‘great powers’ but rather is one in which we must all participate. National security and regional stability require our military capabilities to be persuasive and accompanied by a cogent framework that signals we are ready to deploy force in a way that imposes costs on potential adversaries while managing risks to ourselves.

We’ve carefully selected a list of speakers and panellists who we felt were indispensable to these discussions. The people you will hear from are at the top of their respective fields and represent a diverse range of views. They are some of the key decision-makers and critical thinkers on the issues of disruption and deterrence.

Thanks for attending the 2023 ASPI conference. I wish you an enjoyable and productive couple of days.

**Justin Bassi**  
Executive Director

# Conference agenda

## DAY 1: THURSDAY 14 SEPTEMBER

- 07.50**                    **Welcome to country: Aunty Violet Sheridan**
- 
- 08.00**                    **Welcome from the Australian Strategic Policy Institute**  
**Gai Brodtmann**, Council Chair, Australian Strategic Policy Institute
- 
- 08.10**                    **Partner introduction**  
**Corry Roberts**, Chief Strategy Officer, Thales Australia and New Zealand
- 
- 08.15**                    **Australian Government opening discussion**  
**Justin Bassi**, Executive Director, Australian Strategic Policy Institute  
**Hon. Richard Marles MP**, Deputy Prime Minister of Australia and Minister for Defence
- 
- 08.45**                    **Panel discussion: Regional trends**  
**Moderator:**  
**Dr Euan Graham**, Senior Analyst, Australian Strategic Policy Institute  
**Panellists:**  
**Lisa Curtis**, Director, Indo-Pacific Security Program, Center for a New American Security  
**Hugh Jeffrey**, Deputy Secretary, Strategy, Policy and Industry, Department of Defence  
**Dr Rajeswari Pillai Rajagopalan**, Director, Centre for Security, Strategy and Technology, Observer Research Foundation  
**Lieutenant General Stephen Sklenka**, Deputy Commander, US Indo-Pacific Command
- 
- 09.40**                    **Scene setter: Foundations of deterrence and deterrence strategy**  
**Dr Brad Roberts**, Director, Center for Global Security Research, Lawrence Livermore National Laboratory  
**Bec Shrimpton**, Director, Defence, Strategy and National Security, Australian Strategic Policy Institute
- 
- 10.00**                    **MORNING TEA**
-



<b>10.30</b>	<b>Panel discussion: Deterrence and what's changed</b> <b>Moderator:</b> <b>Ashley Townshend</b> , Non-Resident Fellow, United States Studies Centre and Senior Fellow for Indo-Pacific Security, Carnegie Endowment for International Peace <b>Panellists:</b> <b>Dr Go Myong-Hyun</b> , Senior Research Fellow, Asan Institute for Policy Studies <b>Dr Brad Roberts</b> , Director, Center for Global Security Research, Lawrence Livermore National Laboratory <b>Bec Shrimpton</b> , Director, Defence, Strategy and National Security, Australian Strategic Policy Institute <b>Courtney Stewart</b> , Senior Managing Consultant, OCRT	<b>10.30</b>
<b>11.30</b>	<b>Scene setter: Disruptive technologies in defence strategy and planning</b> <b>Dr Malcolm Davis</b> , Senior Analyst in Defence, Strategy and Capability, Australian Strategic Policy Institute <b>Paul Scharre</b> , Executive Vice President and Director of Studies, Center for a New American Security	<b>11.30</b>
<b>11.50</b>	<b>Panel discussion: Technological disruption and defence strategy</b> <b>Moderator:</b> <b>Dr Alexandra Caples</b> , Director, Cyber, Technology and Security, Australian Strategic Policy Institute <b>Panellists:</b> <b>Angus Bean</b> , Chief Technology Officer, DroneShield <b>Lieutenant General Greg Bilton AO, CSC</b> , Chief of Joint Operations, Australian Defence Force <b>Sarah Pavillard</b> , Chief Executive Officer and Founder, ADROITA <b>Dr Isaiah Wilson</b> , Professor of Practice, Global Affairs, Arizona State University	<b>11.50</b>
<b>12.45</b>	<b>Government address</b> <b>Hon. Pat Conroy MP</b> , Minister for Defence Industry and Minister for International Development and the Pacific	<b>12.45</b>
<b>13.15</b>	<b>NETWORKING LUNCH</b>	<b>13.15</b>

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**14.15**

**Panel discussion: Why a net assessment approach now?**

**Moderator:**

**Bec Shrimpton**, Director, Defence, Strategy and National Security,  
Australian Strategic Policy Institute

**Panellists:**

**Dr Ross Babbage AM**, Chief Executive Officer, Strategic Forum Ltd

**Dr Kori Schake**, Senior Fellow and Director of Foreign and  
Defense Policy Studies, American Enterprise Institute

**Andrew Shearer**, Director-General, Office of National Intelligence

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**15.15**

**Panel discussion: Innovation, industry and capability**

**Moderator:**

**Kate Louis**, Executive Director, Ai Group Defence Council

**Panellists:**

**Steve Baxter**, Founder, Beaten Zone Venture Partners

**Jennifer Jackett**, Sir Roland Wilson Scholar, National Security College,  
Australian National University

**Matt Schlueter**, Managing Director and Partner, Global Leader,  
Defense and Security, Boston Consulting Group

**Sean Singleton**, Partner and Vice President of Business Development,  
America's Frontier Fund

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**16.15**

**Closing remarks**

**Justin Bassi**, Executive Director, Australian Strategic Policy Institute

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**18.30**

**CONFERENCE DINNER: THURSDAY 14 SEPTEMBER 2023, GANDEL HALL,  
NATIONAL GALLERY OF AUSTRALIA**

**Keynote speaker:**

**General Angus J Campbell AO, DSC**, Chief of the Defence Force of Australia

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## DAY 2: FRIDAY 15 SEPTEMBER

- 08.10**                    **Welcome from the Australian Strategic Policy Institute**  
Justin Bassi, Executive Director, Australian Strategic Policy Institute
- 
- 08.15**                    **Fireside chat**  
Amrit Bagia, Managing Director, Garnaut Global  
Senator James Paterson, Shadow Minister for Home Affairs and Cyber Security
- 
- 08.45**                    **Fireside chat**  
Maynard Holliday, US Assistant Secretary of Defense for Critical Technologies, Office of the Under Secretary of Defense for Research and Engineering  
Bec Shrimpton, Director, Defence, Strategy and National Security, Australian Strategic Policy Institute
- 
- 09.15**                    **Fireside chat: Deterrence and Australia's nuclear-powered submarine pathway**  
Vice Admiral Jonathan Mead AO RAN, Director-General, Australian Submarine Agency  
Jennifer Parker, Deputy Director of Defence, Australian Strategic Policy Institute
- 
- 10.00**                    **Climate security and the Pacific**  
Dr Robert Glasser, Head of Climate and Security Policy Centre, Australian Strategic Policy Institute  
Anote Tong, Former President of the Republic of Kiribati
- 
- 10.30**                    **MORNING TEA**
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**11.15**

**Panel discussion: International policy and partnerships**

**Moderator:**

**Kori Schake**, Senior Fellow and Director of Foreign and Defense Policy Studies, American Enterprise Institute

**Panellists:**

**Takeshi Ishikawa**, President, National Institute for Defense Studies

**Dr Huong Le Thu**, Non-Resident Fellow, Centre for Strategic and International Studies and Advisor to the Griffith Asia Institute

**Ignacio B Madriaga**, Undersecretary for Strategic Assessment and Planning, Philippines Department of National Defense

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**12.15**

**Panel discussion: Achieving an integrated and focused force**

**Moderator:**

**Dr Alex Bristow**, Deputy Director, National Security, Australian Strategic Policy Institute

**Panellists:**

**Major General Anthony Rawlins AM, DSC**, Head of Force Design, Australian Defence Force

**Carley Scott OAM**, Director, Space CoLAB

**Dr Marcus Thompson AM**, Director, Cyber Compass

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**13.15**

**Closing remarks**

**Justin Bassi**, Executive Director, Australian Strategic Policy Institute

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**13.20**

**NETWORKING DRINKS AND CANAPÈS**

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# Speakers' biographies



## Dr Ross Babbage

CHIEF EXECUTIVE OFFICER OF STRATEGIC FORUM LTD

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Dr Ross Babbage is Chief Executive Officer of Strategic Forum Ltd, a not-for-profit organisation committed to fostering high-level discussions and debates on the primary security challenges confronting Australia and its close allies.

He is also a non-resident Senior Fellow at the Center for Strategic and Budgetary Assessments (CSBA) in Washington DC. In addition, he is Managing Director of Strategy International (ACT) Pty Ltd, a national security consulting and education service-delivery organization.

Ross served as a special adviser to the Minister for Defence during the preparation of the 2009 Australian Defence White Paper. He also served on the Council of the International Institute for Strategic Studies in London for a maximum six-year term.

Ross served for 16 years in the Australian Public Service, holding several senior positions, including Senior Strategic Analyst in the Office of National Assessments, and leading the branch in the Department of Defence responsible for ANZUS policy. He was Assistant Secretary, Force Development in the late 1980s, carrying responsibility for the analysis of all major defence capability proposals and the preparation of recommendations for the senior Defence committees and for the cabinet.

Through the 1990s, he moved to the corporate sector, working with the team that reformed and reshaped the Office of Defence Production with its loss-making, government-owned defence factories. What emerged was a modern, profitable corporation known as ADI Limited that grew to become Australia's largest defence company.

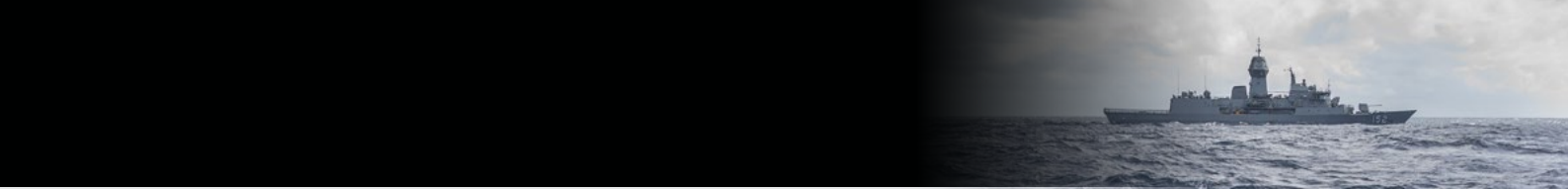
Ross has served a period as Deputy Head of the Strategic and Defence Studies Centre at the Australian National University (1987–1990) and also a period as Head of the Strategic and Defence Studies Centre (2001–2003).

As founder, chair and CEO of the Kokoda Foundation, he designed, developed and organised the first high-level strategic dialogues between Australia and the US and subsequently organised the first trilateral strategic dialogue between Australia, the US and Japan.

Ross has bachelor's and master's degrees in economics from the University of Sydney and a PhD in international relations from the Australian National University. Among his publications are *Game plan: the case for a new Australian grand strategy* (Menzies Research Centre, Canberra, 2015), *Countering China's adventurism in the South China Sea—Strategy options for the Trump administration* (CSBA and Strategic Forum, Washington DC 2016), *Winning without fighting: Chinese and Russian political warfare campaigns and how the West can prevail* (CSBA and Strategic Forum, Washington DC, 2019), *Stealing a march: Chinese hybrid warfare in the Indo-Pacific: issues and options for allied defence planners* (CSBA and Strategic Forum, Washington DC, 2019) and *Which way the dragon? Sharpening allied perceptions of China's strategic trajectory* (Center for Strategic and Budgetary Assessments and Strategic Forum, Washington DC, 2020).

His most recent book is *The next major war: Can the US and its allies win against China?* (Cambria Press, New York, 2023).

Ross was appointed a Member of the Order of Australia on 26 January 2011.



## Amrit Bagia

MANAGING DIRECTOR, GARNAUT GLOBAL

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After two years, Amrit (Ami) Bagia recently left her position on the Biden–Harris administration’s National Security Council as the Director for Countering Foreign Malign Influence and Information Integrity within the Democracy and Human Rights Directorate. Prior to her time at the White House, Ami spent her career serving in various positions within the US intelligence community, including as a Senior Director under the National Intelligence Manager for Near East at the Office of the Director of National Intelligence (ODNI), where she helped lead the integration of the intelligence community’s efforts on Near East issues. She also held positions as the senior intelligence adviser and executive assistant to the Director of National Intelligence and the Deputy Director of National Intelligence, and as speechwriter for the Principal Deputy Director of National Intelligence.

Prior to joining ODNI, Ami worked at both the State Department and the Central Intelligence Agency.

Ami holds a master’s degree from Georgetown University’s Security Studies Program and a bachelor’s from the University of St Andrews, Scotland. Ami and her family recently relocated to Melbourne to join Garnaut Global, where she is the Managing Director.



### Justin Bassi

EXECUTIVE DIRECTOR, AUSTRALIAN STRATEGIC POLICY INSTITUTE

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Justin Bassi is the Executive Director of the Australian Strategic Policy Institute.

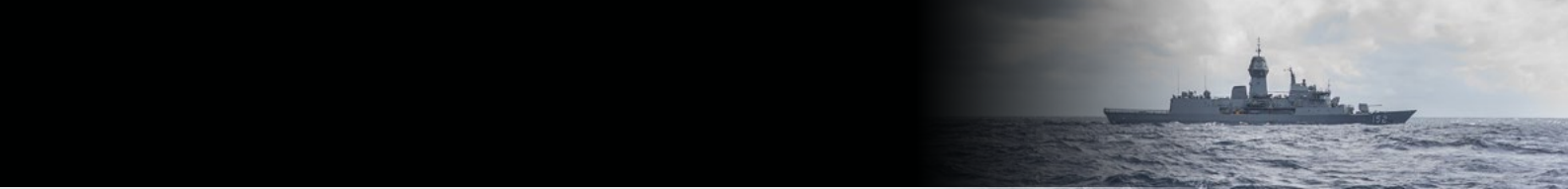
From June 2019 to March 2022, he was Chief of Staff to the Minister for Foreign Affairs and Minister for Women, Senator the Hon. Marise Payne.

Immediately before that, Justin was the Cyber Intelligence Mission Manager at the Office of National Intelligence, where he led the integration of cybersecurity and critical technologies across the national intelligence community.

From September 2015 to August 2018, Justin was the National Security Adviser to Prime Minister Malcolm Turnbull. He led the team advising the PM and cabinet ministers on Australia's national security, defence and international relations. This included responsibility for all areas of security legislation, policy and operations, including counterterrorism, foreign interference, cyberspace, intelligence and border security.

Justin was also previously the National Security Adviser to Attorney-General George Brandis, focusing on Australia's national security legislation, policy and activities, including counterterrorism and telecommunications security.

Prior to that, Justin spent over 10 years in the Australian Public Service, including in the intelligence community for the Office of National Assessments and at the Department of the Prime Minister and Cabinet, where he had responsibility for cybersecurity policy.



## Steve Baxter

FOUNDER AND LEAD INVESTOR, BEATEN ZONE VENTURE PARTNERS

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Tech start-up investor Steve Baxter is a proud Queensland, born in the remote town of Cloncurry and raised in Emerald in the state's central highlands. In 1994, at the age of 23, Steve put his life savings of \$11,000 on the line to launch his first start-up, the pioneering internet service provider SE Net, from the spare room of his Adelaide home. Servicing more than 35,000 customers, SE Net was eventually acquired by Ozemail/UUNet under the stewardship of its founding director and future Prime Minister, Malcolm Turnbull. In 2001, Steve teamed with a schoolmate to launch his second start-up, PIPE Networks, a provider of wholesale telecoms infrastructure that was listed on the ASX in 2005. Eight years later, they sold it to the TPG Group for \$373 million. Steve spent a year working with Google in California in 2008, leading a project to deliver high-speed telecommunications systems across North America. Steve is now the co-founder and Executive Chairman of TEN13, Australia's leading tech start-up investment platform, and Founder and Lead Investor with Beaten Zone Venture Partners, which is dedicated to early-stage investments in Australian sovereign legal defence technology.



### Angus Bean

CHIEF TECHNOLOGY OFFICER, DRONESHIELD

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Angus Bean merges the various fields of mechanical hardware, electronics, software, digital interface and technology. He brings a wealth of knowledge in product development, team leadership and technical innovation strategy.

Angus joined DroneShield early in 2016, and since then has been a driving force of DroneShield's technology team, working to build the team and the technology to deliver on key projects and milestones.

Over his career, Angus has adopted both a collaborative and a leadership role on a number of projects that have attracted multiple Australian and international awards in innovation, consumer electronics, defence and cybersecurity.



## Lieutenant General Greg Bilton AO, CSC

CHIEF OF JOINT OPERATIONS, AUSTRALIAN DEFENCE FORCE

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Lieutenant General Greg Bilton is the Chief of Joint Operations at Headquarters Joint Operations Command. He is responsible for ADF operations and joint exercises both domestically and internationally as directed by the Chief of the Defence Force in order to achieve government's strategic priorities. In executing this mission, Greg is responsible for the planning, control and conduct of all Australia's military campaigns, operations, joint exercises and other activities in order to meet Australia's national objectives.

Greg was born in Melbourne. After completing his secondary education at Melbourne High School, he entered the Royal Military College in 1983 and graduated to the Royal Australian Artillery in 1986. He completed regimental appointments as a lieutenant and captain in the 1st and 4th Field Regiments, the 8th/12th Medium Regiment and the School of Artillery.

Greg has held command appointments as Battery Commander 104th Field Battery, Commanding Officer 4th Field Regiment, Commander 7th Brigade, Deputy Commanding General US Army Pacific, Commander Forces Command and Deputy Chief of Joint Operations. He has served in staff appointments in the Directorate of Officer Career Management, in the Directorate of Force Structure (Army) and as Director General Development and Plans (Army). He has also been an instructor at the Australian Command and Staff College. Greg deployed on Operation Mazurka in 1993 to the Multinational Force and Observers (MFO) Headquarters. In 2008, he deployed on Operation Slipper as Deputy Chief of Staff for Security Sector Reform on Headquarters Regional Command South, Afghanistan. Greg is a graduate of the Long Gunnery Course at the UK School of Artillery, the US Army Command and General Staff College and the Centre for Defence and Strategic Studies, Weston Creek. He also holds a bachelor's degree in military studies and a master's degree in military art and science and strategic studies. He is also a recipient of prestigious academic honours, the Lieutenant General Hans Schlup (US) award for excellence in International Relations and the Blamey Award (Australia) for Leadership.

Greg has been awarded the Force Commanders Commendation for his work on Operation Mazurka in the Sinai, a Conspicuous Service Cross for his force structure work at Army Headquarters, the Canadian Meritorious Service Medal for his work in Afghanistan, the US Legion of Merit and the Japanese Defence Cooperation Medal for his work at US Army Pacific. He was appointed as a Member of the Order of Australia in 2014 in recognition of his work as Director General Development and Plans at Army Headquarters and as Commander 7 Brigade and has since been appointed as an Officer of the Order of Australia for his achievements as Deputy Commanding General of the US Army in the Pacific, Commander Forces Command and Deputy Chief of Joint Operations. On his promotion to lieutenant general in June 2019, he was appointed as the Chief of Joint Operations. Greg is married to Rachael, who is a registered nurse. His eldest son, Alex, is an infantry officer posted to the 7th Battalion, Royal Australian Regiment, and his youngest son, Nic, is a pilot in training in the Australian Army Corps of Aviation.



### Dr Alex Bristow

DEPUTY DIRECTOR, DEFENCE, STRATEGY AND NATIONAL SECURITY, ASPI

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Alex Bristow is Deputy Director of ASPI's Defence, Strategy and National Security program.

Alex spent the past decade working in the UK Foreign, Commonwealth and Development Office. This included postings to Beijing, covering human rights, and Canberra, covering Indo-Pacific policy. He has worked in national security and strategy roles in London, including at the Cabinet Office. Outside government, Alex has worked for a range of consultancies, think tanks and political offices across the UK, Japan and the US.

Alex's PhD from Oxford University applied two-level game theory to the US–Japan security alliance, especially summit diplomacy, the handling of Okinawa, and declassified agreements about nuclear weapons. He was a Jane Eliza Procter Fellow at Princeton University. He researched at Tokyo University with support from the Daiwa Anglo-Japanese Foundation and the Japan Society for the Promotion of Science.

Alex has language skills in Mandarin and Japanese.



## Gai Brodtmann

COUNCIL CHAIR, AUSTRALIAN STRATEGIC POLICY INSTITUTE

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Gai Brodtmann is the Chair of the Australian Strategic Policy Institute Council and a board member at Old Parliament House and Endometriosis Australia and Sapien Cyber advisory board.

She is also an occasional presenter and panellist at the National Security College and Australian Defence College and contributor to *The Strategist*.

Gai served as the Member for Canberra from 2010 to 2019. She was Shadow Assistant Minister for Cyber Security and Defence from 2016 to 2019 and Shadow Parliamentary Secretary for Defence from 2013 to 2016.

She is a former member and deputy chair of the joint committees on Public Accounts and Audit and the National Capital and External Territories and a former member of the Joint Standing Committee on Foreign Affairs, Defence and Trade and the Defence subcommittee.

Before her political career, Gai ran her own small business for 10 years and was a federal public servant, primarily with Foreign Affairs and Trade and Attorney-General's, for a decade.

From 2000 to 2009, Gai consulted in Defence across a broad range of areas, including on capability acquisition and sustainment, financial and personnel management, youth development, science and technology, cultural change and diversity policy.

During her time in Foreign Affairs and Trade, Gai was posted to New Delhi and served on the Middle East desk, where she worked on the normalisation of the relationship with Iran and bilateral policy on Iraq, Jordan, Syria and Lebanon.

Gai's national security policy interests include cybersecurity—across a broad range of fields—the women, peace and security agenda, critical infrastructure, capability sustainment, sovereign capacity and community education.

Gai is a member of the Australian Institute of Company Directors and a Fellow of the Public Relations Institute of Australia.



### General Angus J Campbell AO, DSC

CHIEF OF THE AUSTRALIAN DEFENCE FORCE

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General Angus J Campbell joined the Australian Army in 1981, graduating from the Royal Military College—Duntroon in 1984. He was assigned to the Royal Australian Infantry Corps and initially served as a platoon commander in the 3rd Battalion (Parachute), the Royal Australian Regiment (3 RAR).

He then served in troop and squadron command appointments within the Special Air Service Regiment. In 2001, he was appointed the Commanding Officer of the 2nd Battalion, the Royal Australian Regiment (2 RAR). While he was in command, the battalion group deployed to East Timor as a component of the UN Transitional Administration East Timor.

Angus has also served in a range of staff appointments including as Aide-de-Camp to the Chief of Army, as a strategic policy officer in Army Headquarters, as an instructor at the Australian Command and Staff College and as Chief of Staff to the Chief of the Defence Force.

In late 2005, he joined the Department of the Prime Minister and Cabinet as a First Assistant Secretary to head the Office of National Security and was subsequently promoted to Deputy Secretary and appointed to the position of Deputy National Security Adviser. In those roles, he was responsible for the preparation of advice to the Prime Minister on national security matters and coordinating the development of whole-of-government national security policy.

Upon his return to the Australian Defence Force in early 2010, he was appointed to the rank of major general and led the Military Strategic Commitments staff in Defence headquarters until January 2011, when he assumed command of Australian forces deployed in the Middle East area of operations. He subsequently served as Deputy Chief of Army from February 2012 to September 2013, when he was promoted to lieutenant general to command the joint agency taskforce responsible for the implementation of Operation Sovereign Borders.

On 16 May 2015, Angus was appointed Chief of the Australian Army. He was subsequently promoted and appointed to command of the Australian Defence Force on 7 July 2018.

Angus holds a Bachelor of Science (Honours) degree from the University of New South Wales and a Master of Philosophy in international relations from Cambridge University and he is a graduate of the Australian Army Command and Staff College.



## Dr Alexandra Caples

DIRECTOR, CYBER TECHNOLOGY AND SECURITY, AUSTRALIAN STRATEGIC POLICY INSTITUTE

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Alex Caples is a former diplomat and national security official whose career spans over 20 years in Defence, the Office of National Intelligence, the Department of the Prime Minister and Cabinet and the Department of Foreign Affairs, including postings to Canada and Afghanistan.

Between 2019 and 2023, Alex was an Associate Director, Operations Advisory and Director, Policy Evaluation and Public Impact at professional services firm KPMG, supporting the federal and state governments on policy and program design and implementation.

Before that, she held various senior policy adviser roles in the Department of the Prime Minister and Cabinet's National Security Division, including Director of Law Enforcement and Border Security, Director Cyber Security Policy and Director Crisis Management. In that capacity, Alex provided advice to government on a wide range of security legislation, policy and operations, including critical infrastructure security, foreign interference, cyberspace, telecommunications security, digital identity management, intelligence and border security.

During 2011 and 2012, Alex was a Senior Analyst for Transnational Issues at the Office of National Intelligence, where she provided senior executives and ministers with all-source analysis on people smuggling, regional law enforcement and transnational crime.

Alex is an Australian Defence Force Academy graduate. She holds a PhD in International Relations from Monash University (2007).



### Hon. Pat Conroy MP

MINISTER FOR INTERNATIONAL DEVELOPMENT AND THE PACIFIC AND MINISTER FOR DEFENCE INDUSTRY

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Pat Conroy is the Minister for International Development and the Pacific and the Minister for Defence Industry.

Pat grew up on the New South Wales Central Coast and went to school at Gosford High School. He studied economics at the University of Sydney and graduated with honours in 2000. While studying, he worked part time as an electorate officer for the Hon. Anthony Albanese.

After university, he worked as an industrial and policy organiser for the forestry division of the Construction, Forestry, Mining and Energy Union and then as a policy adviser to Senator George Campbell. He was the national economist for the Australian Manufacturing Workers' Union from 2004 to 2008. From 2008 to 2013, he was Principal Policy Adviser and Deputy Chief of Staff to the Hon. Greg Combet, AM, MP, who served as a minister in the Rudd and Gillard Labor governments. In those roles, he worked on developing significant policies in areas as diverse as defence procurement, climate change and energy, and industry and innovation.

Pat was elected to the House of Representatives as the Member for Charlton in 2013 and, following an electoral redistribution, as the Member for Shortland in 2016 and again in 2019 and 2022. His parliamentary service has included Deputy Chair (senior opposition member) on the Joint Public Accounts and Audit Committee, Deputy Chair of the House Environment and Energy Committee, Deputy Chair of the House Privileges Committee and as a member of the House of Representatives Standing Committee on Economics.

From 2016 to 2019, Pat was Shadow Assistant Minister for Climate Change and Energy and Shadow Assistant Minister for Infrastructure. In 2019, he was appointed Shadow Minister for International Development and the Pacific, Shadow Minister Assisting for Defence and Shadow Minister Assisting for Climate Change and Energy.

Following the election of the Albanese Labor government in May 2022, he was appointed as Minister for International Development and the Pacific and Minister for Defence Industry.

Pat is married with two children and lives in his electorate of Shortland, which covers the eastern Lake Macquarie area and the northern Central Coast in New South Wales.



## Lisa Curtis

DIRECTOR, INDO-PACIFIC SECURITY PROGRAM, CENTER FOR A NEW AMERICAN SECURITY

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Lisa Curtis is Director of the Indo-Pacific Security Program at the Center for a New American Security. She is a foreign policy and national security expert with over 20 years of service in the U.S. government. Her work has centered on U.S. policy toward the Indo-Pacific and South Asia. From 2017 to 2021, Curtis served as Deputy Assistant to the President and Senior Director for South and Central Asia at the NSC. During her tenure at the NSC, she coordinated U.S. policy development and implementation of the South Asia Strategy, contributed to the Indo-Pacific Strategic Framework, and coordinated policies designed to strengthen the U.S.-India partnership, resulting in a widely recognized elevation of the relationship. Curtis received the Secretary of Defense Medal for Outstanding Public Service in December 2020 in recognition of her work at the NSC.

From 2006–2017, Curtis was Senior Fellow on South Asia at The Heritage Foundation, where she appeared regularly in the media and provided frequent Congressional testimony. She also served as Professional Staff Member on the Senate Foreign Relations Committee (2003-2006), Senior Advisor in the South Asia Bureau at the State Department (2001-2003), senior analyst on South Asia at the CIA (1996-2001), and as a diplomat at the U.S. Embassies in Pakistan and India (1994 to 1997).

Curtis has published commentary in *Foreign Affairs*, *Foreign Policy*, *CNN.com*, *NPR.org*, and other media outlets and has made multiple appearances on CNN, Fox News, BBC, PBS, MSNBC, and C-SPAN. She currently serves on the Board of Directors of Radio Free Europe/Radio Free Liberty and on the Leadership Council of Women in National Security (LCWINS) and is a Member of the Council on Foreign Relations.



### Dr Malcolm Davis

SENIOR ANALYST IN DEFENCE STRATEGY AND CAPABILITY, AUSTRALIAN STRATEGIC POLICY INSTITUTE

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Dr Malcolm Davis joined ASPI as a Senior Analyst in Defence Strategy and Capability in January 2016.

Before then, he was a Post-Doctoral Research Fellow in China–Western Relations with the Faculty of Society and Design at Bond University from March 2012 to January 2016, and he currently retains an Honorary Assistant Professor position in the faculty. Malcolm has worked with the Department of Defence, both in Navy Headquarters in the Strategy and Force Structure area, and with Strategic Policy Division in the Strategic Policy Guidance and Strategic External Relations and Education sections from November 2007 to March 2012. Prior to that appointment, he was a Lecturer in Defence Studies with Kings College London at the Joint Services Command and Staff College, in Shrivenham, UK, from June 2000 to October 2007. Malcolm holds a PhD in strategic studies from the University of Hull as well as two master's degrees in strategic studies, including from the Australian National University's Strategic and Defence Studies Centre. His main research focus is on defence strategy and capability development, military technology, and the future of warfare.



## Dr Robert Glasser

HEAD OF CLIMATE AND SECURITY POLICY CENTRE, AUSTRALIAN STRATEGIC POLICY INSTITUTE

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Dr Robert Glasser is the Head of the ASPI Climate and Security Policy Centre. He was previously the UN Secretary-General's Special Representative for Disaster Risk Reduction and a member of the Secretary-General's senior management team.

Before joining the UN, he was the Secretary General of CARE International, one of the world's largest non-governmental humanitarian organisations, with more than 10,000 staff active in 80 countries. From 2003 to 2007, Robert was the Chief Executive of CARE Australia. Prior to joining CARE, he was Assistant Director General at the Australian Government aid agency (AusAID), where he headed the PNG program, programs in Southeast Asia, corporate policy, and the Infrastructure and Environment Group.

Robert's previous work also included climate change science and policy analysis for the US Department of Energy (Los Alamos National Laboratory's Center for National Security Studies) and research on peace and conflict issues at the Geneva Centre for Security Policy, the Strategic and Defence Studies Centre at the Australian National University, the Cornell University Peace Studies Program and the Center for International and Strategic Affairs at the University of California.

Robert is on the board of WaterAid Australia, the Queensland Reconstruction Authority and Inclusivo (Santiago, Chile). He was previously the inaugural board chairman of the CHS International Alliance, chair of the Steering Committee for Humanitarian Response, an advisory panel member of the *Climate Vulnerability Monitor*, a member of the Principals Steering Group of the UN Transformative Agenda for Humanitarian Action, and a member of the Steering Group for the World Economic Forum project on *The Future Role of Civil Society*.



### Dr Euan Graham

SENIOR ANALYST, AUSTRALIAN STRATEGIC POLICY INSTITUTE

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Dr Euan Graham joined ASPI as a Senior Analyst in July 2023. During his career, he has developed deep knowledge of Australia's regional security environment, working for think tanks in Australia, Singapore and the UK, where he previously worked for the British Foreign Office, including time on the ground in North Korea and Southeast Asia. Before joining ASPI, Euan was based in Singapore at the International Institute for Strategic Studies, where he was closely involved in organising the annual Shangri-La Dialogue, an annual summit of defence ministers from across the Indo-Pacific region.

Euan has published extensively on a broad range of defence and security topics, including as a regular contributor for *The Strategist* since 2013. He has published two solo-authored books: *Japan's sea lane security 1940–2004: a matter of life and death?* (2005) and *Australia's security in China's shadow* (2023).



## Maynard Holliday

US ASSISTANT SECRETARY OF DEFENSE FOR CRITICAL TECHNOLOGIES, OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR RESEARCH AND ENGINEERING

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Mr. Maynard Holliday is Performing the Duties of Assistant Secretary of Defense for Critical Technologies (PTDO, ASD (CT)). In this capacity, he oversees investment and capability analysis of the Pentagon's critical technology areas. He has oversight of 10 principal directors assigned to those critical technology portfolios and their roadmaps — the comprehensive strategies to manage, provide oversight and guide choices for each critical technology area. These critical technology areas include Advanced Computing & Software; Directed Energy; Human-Machine Interfaces; Hypersonics; Integrated Network Systems-of-Systems; Integrated Sensing & Cyber; Microelectronics; Renewable Energy Generation & Storage; Space Technology; and Trusted Artificial Intelligence & Autonomy.

Mr. Holliday has over 30 years of professional experience leading technological innovations, in both government and the private sector. Most recently, he was a Senior Engineer at the RAND Corporation working on autonomous vehicle safety metrics and policy, explainable artificial intelligence, swarm robotics and drone defense. Previously, he served as Senior Technical Advisor and Special Assistant to Frank Kendall, Under Secretary of Defense for Acquisition, Technology and Logistics. Mr. Holliday helped establish the Defense Innovation Unit Experimental and was a member of the Defense Science Board. Mr. Holliday has also worked for the Department of Energy (DOE) as a project manager for the U.S.-Russia Nuclear Material Security Task Force. He was awarded the DOE's Meritorious Service Award, its highest, for his exceptional service in helping secure tons of weapons grade nuclear material. Prior to his government service, Holliday was a senior engineering and robotics professional at the Lawrence Livermore and Sandia National Laboratories, as well as various robotics start-ups and technology companies in Silicon Valley.

Mr. Holliday is a co-organizer of Black in Robotics, a virtual world-wide community of roboticists and their allies whose mission is to bring together Black researchers, industry professionals and students in robotics to mutually support one another to help navigate academic, corporate and entrepreneurial paths to success. He is also Co-Founder of Robot Garden, the robotics-themed hacker space in Livermore, California. He also has been working with Bay Area public schools lecturing on robotics and teaching robotics through the Citizen Schools program in East Oakland. Mr. Holliday was named Citizen Schools Volunteer of the Year for 2012 and was also recognized with a Presidential Volunteer Service Award from the White House for his efforts. Before leaving government service in 2017 he was awarded the Secretary of Defense Medal for Exceptional Public Service recognizing his contributions to national security through his considerable and trusted advice on multiple DoD initiatives.

Mr. Holliday graduated from Carnegie Mellon University in 1984 with a Bachelor of Science in Mechanical Engineering. He later won a scholarship to attend Stanford University where he earned a Master of Science in Mechanical Engineering Design, with an emphasis on robotics, international security and arms control. Mr. Holliday also won a scholarship to attend the International Space University in France and was a two-time finalist for the U.S. Astronaut Corps.



### Takeshi Ishikawa

PRESIDENT, NATIONAL INSTITUTE FOR DEFENSE STUDIES, JAPAN

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Mr. Takeshi Ishikawa is the President of National Institute for Defense Studies, Japan (NIDS), Japan Ministry of Defense.

He joined Japan Defense Agency (subsequently Japan Ministry of Defense) in 1988, and was assigned to Finance Division, Bureau of Accounting.

His extensive experience in the field of Defense Policy throughout his career include, Director, International Policy Division, Bureau of Defense Policy (MOD) in 2009, Defense Intelligence Division in 2011, and Defense Policy Division in 2014.

He also served as a senior director to various organizations. In 2015, he was appointed Deputy Director-General, Secretariat of the International Peace Cooperation Headquarters, Cabinet Office and he was subsequently assigned a position as Director-General, Department of Project Management, Acquisition, Technology and Logistics Agency (ATLA) in 2017.

Mr. Ishikawa then assumed a position as Deputy Director-General, Bureau of Defense Policy (MOD) in 2018, Press Secretary, Minister's Secretariat in 2020, and Director-General for Policy Coordination in 2022.

He has served in the current position since July 2023.

He holds a Bachelors in Economics, from the University of Tokyo.



## Jennifer Jackett

SIR ROLAND WILSON SCHOLAR, NATIONAL SECURITY COLLEGE, AUSTRALIAN NATIONAL UNIVERSITY

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Jennifer Jackett is working to help liberal democracies prevail as global technology leaders to maximise their prosperity and security. She is passionate about how governments can better connect national security, economic and social policymaking to advance the national interest.

Jennifer is a Sir Roland Wilson Scholar at the National Security College at the Australian National University. Her research examines the role of US allies in US–China competition for leadership of advanced technologies using case studies of 5G telecommunications and semiconductor chips.

She is also a non-resident Fellow in the Foreign Policy and Defence Program at the United States Studies Centre at Sydney University. Her research interests include AUKUS advanced capabilities cooperation and defence innovation. She has been on the Institute for Regional Security's board of directors since 2018.

Jennifer is currently on leave from the Australian Government. She is an experienced national security adviser and leader and was most recently a senior adviser in the Department of the Prime Minister and Cabinet. She has also held roles in the Cabinet Secretary's Office, the Department of Defence and the Office of National Intelligence.

In 2021, Jennifer was awarded the Joan Uhr prize for outstanding public policy research. In 2022, she was named a Woman to Watch by Young Australians in International Affairs.

Jennifer holds a Master of National Security Policy from the Australian National University and a Bachelor of Liberal Studies with first class honours and the University Medal in Geography from Sydney University. She speaks Spanish and some Arabic.



### Hugh Jeffrey

DEPUTY SECRETARY STRATEGY, POLICY, AND INDUSTRY, DEPARTMENT OF DEFENCE

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Hugh Jeffrey joined Defence in August 2018 as First Assistant Secretary International Policy, and was appointed as Deputy Secretary Strategy, Policy, and Industry in February 2023.

Hugh has a background in foreign and national security policy and intelligence. Prior to joining Defence, he held positions in the Department of the Prime Minister and Cabinet, the Department of Foreign Affairs and Trade and the Office of National Assessments.

He has had four overseas postings, including as Minister Counsellor at the Embassy of Australia in Washington DC, and to NATO in Afghanistan, where he was Senior Adviser to the International Security Assistance Force Commander and the NATO Ambassador.

Hugh is married and has two young children.



## Dr Huong LE THU

NON-RESIDENT FELLOW, CENTRE FOR STRATEGIC AND INTERNATIONAL STUDIES AND ADVISOR TO THE GRIFFITH ASIA INSTITUTE

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Dr Huong LE THU is the author of Foreign Affairs essay “How to Survive a Great-Power Competition Southeast Asia’s Precarious Balancing Act”. Huong is an advisor for Griffith Asia Institute at Griffith University and a non-resident fellow at Centre for Strategic and International Studies CSIS Washington DC. She was previously with the Australian Strategic Policy Institute, and ASPI’s most published female author. Dr Le Thu is a prolific writer, commentator, academic and policy analyst and a recipient of numerous awards and grants. She is a recognised expert on Southeast Asia, including on regional alignment politics, perceptions of great-power competition, and ASEAN. Her voice frequently features in global media, including *The Foreign Policy*, *The Financial Times*, *The Washington Post*, *The New York Times*, *The Economist*, *Nikkei Asian Review*, *The Australian Financial Review*, *The Straits Times*, *Japan Times*, among others. Huong is a prolific writer and her academic publications, including *The Asian Security Journal*, *The Asia-Pacific Review*, *The Asian Policy*, *Oxford University Press* feature on syllabuses of leading universities, including Cambridge University and Tokyo University. She has held positions with the Australian National University (Strategic and Defence Studies Centre), Singapore’s Institute of Southeast Asian Studies (ISEAS Yusof Ishak Institute), Taiwan’s Institute of International Relations at NCCU, among others. Huong speaks five languages and has published in four of them.



### Kate Louis

EXECUTIVE DIRECTOR, AI GROUP DEFENCE COUNCIL

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Kate Louis joined the Australian Industry Group in 2017 following an extensive career in the Department of Defence.

Kate joined the Department of Defence as a graduate in 1997. She has extensive experience with defence capability development, acquisition, contestability and industry policy. Her final position with Defence was First Assistant Secretary Defence Industry Policy Division, where she was responsible for the effective implementation of the government's approach to defence industry policy.

As the Executive Director of the Ai Group Defence Council, Kate has the privilege of working with industry and Defence to provide trusted policy advice and help build the Defence and industry partnership.

Kate has a Bachelor of Laws degree (1st class honours) and a Bachelor of Arts degree from the Australian National University.



## Ignacio B Madriaga

UNDERSECRETARY FOR STRATEGIC ASSESSMENT AND PLANNING (USSAP), DEPARTMENT OF NATIONAL DEFENSE, PHILIPPINES

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Ignacio Briones Madriaga is a combat-tested military officer in the fields of infantry, psychological operations, intelligence, and special operations. His exploits in the field have brought him to the most far-flung areas of Luzon, Visayas, and Mindanao. He has served as a member of our nation's armed forces for 32 years.

Born in Angeles City, Pampanga, he now calls Bacolod City, Negros Occidental his "home". While he initially trained to become an Electrical Engineer, he entered the military service and was commissioned as an officer after graduating with the Philippine Military Academy "Maringal" Class of 1988.

As a true warrior-scholar, he holds three master's degrees: an M.B.A. from the Ateneo de Manila University; a Master of Management Degree from the University of South Wales, Australia; and a Master of Arts in Strategic Security Studies from the National Defense University in Washington, D.C.. Aside from completing a course in International Security and Combatting Terrorism, he also specializes in Project Management, Acquisition Planning, Financial Management and Internal Auditing.

After retiring from the military service in 2020, he continued to serve the members of the military and defense community in various capacities. In August 2022, he was again called to serve the country as the Undersecretary for Strategic Assessment and Planning, Department of National Defense.

He is a happily married man to his wife of 30 years, Lourdes; and a proud father to his son, Alexander Jason.



### Hon. Richard Marles MP

DEPUTY PRIME MINISTER OF AUSTRALIA AND MINISTER FOR DEFENCE

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Richard Marles is the Deputy Prime Minister of Australia, the Minister for Defence and the federal Member for Corio.

He was first elected to the House of Representatives for Corio, Victoria in 2007.

Richard's previous ministerial appointments include Minister of Trade, Minister for Employment, Parliamentary Secretary for Foreign Affairs, Parliamentary Secretary for Pacific Island Affairs, Parliamentary Secretary for Innovation and Industry, and Chair of the House of Representatives Standing Committee on Aboriginal and Torres Strait Island Affairs.

Born in 1967, Richard was raised and educated in Geelong and went on to study law and science, achieving an LLB (Hons) and a BSc from the University of Melbourne.

Richard lives in Geelong with his wife, Rachel, and has four children: Sam, Isabella, Harvey and Georgia.

He is a devoted Geelong Cats supporter, a golf fanatic, a keen photographer, a snowdome collector and a local history enthusiast.



## Vice Admiral Jonathan Mead AO RAN

DIRECTOR-GENERAL, AUSTRALIAN SUBMARINE AGENCY

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Vice Admiral Jonathan Mead is the inaugural Director-General of the Australian Submarine Agency. Before taking up that position, he led the Nuclear-Powered Submarine Taskforce within the Department of Defence. The taskforce worked with the US and the UK to identify the pathway for Australia to acquire conventionally armed nuclear-powered submarines.

Johnathan joined the Royal Australian Navy in 1984. On completion of initial training, he commenced mine clearance diving and explosive ordnance training and served as Executive Officer of Clearance Diving Team One. In 1993, he trained as a Principal Warfare Officer, which was followed by sea postings as the Anti-Submarine Warfare Officer of HMAS *Melbourne* and HMAS *Arunta*, and Executive Officer of HMAS *Arunta*.

In 2005, Johnathan assumed the position as Commanding Officer of the frigate HMAS *Parramatta*. He saw active service in the North Arabian Gulf as part of Operation Catalyst, for which the ship's efforts were recognised with a Meritorious Unit Citation in 2007, and he was appointed a Member of the Order of Australia for his exceptional service in warlike conditions. During 2007, he undertook studies at the National Defence College of New Delhi and was appointed as Australia's Defence Adviser to the Republic of India.

In 2010, Johnathan returned to Canberra to take up the position of Director Naval Personnel Policy. Following his promotion to commodore in July 2011, he deployed to Bahrain as Commander of Combined Task Force 150 (Maritime Counter Terrorism) on Operation Slipper and was awarded a Commendation for Distinguished Service.

On promotion to rear admiral in January 2015, he spent the next three years as the Head of Navy Capability in Canberra. From January 2018 to November 2020, he served as Commander of the Australian Fleet. In June 2020, he was appointed an Officer in the Order of Australia for his service to the Royal Australian Navy in senior management and command roles. Upon promotion to Vice Admiral in November 2020, he assumed the position as Chief of Joint Capabilities and Command of Joint Capabilities Group.

In September 2021, Johnathan was selected as the Chief of the Nuclear-Powered Submarine Taskforce and from 1 July will commence as the inaugural Director-General of the Australian Submarine Taskforce.

He holds a master's degree in international relations, a master's degree in management and a PhD in International Relations. He has published a book on Indian national security.



### Dr Go Myong-Hyun

SENIOR FELLOW, ASAN INSTITUTE FOR POLICY STUDIES

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Dr Go Myong-Hyun is a senior research fellow at the Asan Institute for Policy Studies. Previously, he was a postdoctoral researcher at the University of California, Los Angeles, Neuropsychiatry Institute. His research applies quantitative perspectives to traditional and non-traditional security issues, with special focus on North Korea, sanctions enforcement, and the security and strategic dimensions of technology. Myong-Hyun's latest publications include *Not under pressure: how pressure leaked of North Korea sanctions* (2020) and *The rise of phantom traders: Russian oil exports to North Korea* (2018). He received a BA in economics and an MA in statistics from Columbia University in New York, and a PhD in policy analysis from the Pardee RAND Graduate School in Santa Monica, California. He was a Munich Young Leader of the Munich Security Conference 2015 and is currently a member of the Advisory Committee of the Republic of Korea Ministry of National Defense, a Senior Adjunct Fellow at the Center for a New American Security, and an Associate Fellow at the Royal United Services Institute.



## Jennifer Parker

DEPUTY DIRECTOR, DEFENCE, AUSTRALIAN STRATEGIC POLICY INSTITUTE

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Jennifer Parker is the Deputy Director, Defence of ASPI's Defence, Strategy and National Security program.

She has served for more than 20 years with the Royal Australian Navy (RAN). During her time in the RAN, she specialised as a Principal Warfare Officer, including undertaking deep specialist training with the Royal Navy in antisubmarine warfare.

Jennifer has extensive operational experience from the Middle East to the Caribbean and most areas in between. She has undertaken a series of naval appointments nationally and internationally in areas including force design strategy, career management, international exercise planning and operations. That included service as an exchange officer with the Royal Navy. Before joining ASPI, Jennifer's last appointment in the RAN was as Director of Operations in Bahrain of the Combined Maritime Forces, a 38-nation coalition promoting national security in the Middle East and Indian Ocean region.

Jennifer holds a Master of Arts degree in strategy and security from the University of New South Wales and a Master of Laws from the Australian National University, and she has been admitted to the ACT Supreme Court as a legal practitioner. Her research areas of interest include maritime security, maritime law, uncrewed capabilities, force design and defence strategy.



### Senator James Paterson

SHADOW MINISTER FOR HOME AFFAIRS AND CYBER SECURITY

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James Paterson is a Liberal senator for Victoria. First elected in March 2016 at age 28, he is the youngest Liberal ever elected to the Senate.

During his time in the Senate, he has fought for Australia's prosperity, freedom, democracy and sovereignty.

James is the Shadow Minister for Home Affairs and Cyber Security. He was previously chair of the Parliamentary Joint Committee on Intelligence and Security.

He currently chairs the Senate Select Committee on Foreign Interference Through Social Media and is the past chair of the Joint Committee on Corporations and Financial Services and the Senate Finance and Public Administration Committee.

James is also the Australian co-chair of the Inter-Parliamentary Alliance on China, co-patron of Liberal Friends of Israel, and co-chair of the Parliamentary Friends of the Baltics.

Prior to entering the Senate, James was Deputy Executive Director of the free-market think tank, the Institute of Public Affairs. He previously worked for the Victorian Employers' Chamber of Commerce and Industry and in the office of Senator the Hon. Mitch Fifield.

He has a Bachelor of Arts degree and a Bachelor of Commerce degree from the University of Melbourne. He is a graduate of the McKinnon Institute Advanced Political Leadership program, was the 2023 SR Nathan Exchange Fellow to Singapore and is a 2023 Asia Fellow of the International Strategy Forum.

James is a member of the Richmond Football Club and lives in Melbourne with his wife Lydia and their two children.



## Sarah Pavillard

FOUNDER AND CHIEF EXECUTIVE OFFICER, ADROITA

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Sarah Pavillard is the founder and CEO of ADROITA and an ex-RAN weapons engineer.

She leads a fast-growing national firm delivering specialist maritime, weapons and integration engineering and other professional services to Defence and Defence primes, and advisory services to Australian and international firms that want to grow their defence business.

Since joining the Navy as a midshipman studying electrical engineering at the Australian Defence Force Academy, Sarah has gained more than 25 years of Defence experience not only as a naval officer but also as an award-winning consultant and business leader. She has supported Defence, companies and academic institutions to develop, integrate, sustain and optimise some of the most complex materiel in service today across the maritime, C4ISREW, land and air domains. She has led Australian, American, British and New Zealand industry to mobilise into the defence sector, mobilising existing industrial capacity across sectors including heavy engineering, engineering design, artificial intelligence, complex electronics and precision machining to strengthen Australia's sovereign industrial capability.

As CEO of ADROITA, Sarah's core purpose is to engineer success for sovereign capability and delivers this through partnering with employees, Defence, clients and other businesses. She continues to grow and develop a talented team of engineers, Defence and industry professionals, is investing in the R&D of artificial-intelligence-enabled decision-support technology to deliver in-service maritime programs more bang for the buck, and leads a number of industry consortiums.

Sarah was awarded 2021 Consultant of the Year in the Australian Defence Industry Awards. She was also a finalist in the Engineer of the Year category of the Women in Defence Awards, and ADROITA has been shortlisted for numerous industry awards. Sarah has written three White Papers, including the latest, titled *Micro-partnerships in the Age of AUKUS*, which was launched in the US in April.

Sarah serves as a director on the board of the Australian Industry and Defence Network and on the Steering Committee of the NSW Defence Innovation Network, and is a member of the Executive Committee of the Submarine Institute of Australia.



### Dr Rajeswari Pillai Rajagopalan

DIRECTOR, CENTRE FOR SECURITY, STRATEGY AND TECHNOLOGY, OBSERVER RESEARCH FOUNDATION

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Dr Rajeswari (Raji) Pillai Rajagopalan is the Director of the Centre for Security, Strategy and Technology at the Observer Research Foundation, New Delhi. She was the Technical Advisor to the UN Group of Governmental Experts on Prevention of Arms Race in Outer Space (July 2018–July 2019). She was also a non-resident Indo-Pacific Fellow at the Perth USAsia Centre from April to December 2020. As a senior Asian defence writer for *The Diplomat*, she writes a weekly column on Asian strategic issues.

Raji joined the Observer Research Foundation after a five-year stint at the National Security Council Secretariat (2003–2007), Government of India, where she was an Assistant Director. Prior to joining the secretariat, she was Research Officer at the Institute of Defence Studies and Analyses, New Delhi. She was also a Visiting Professor at the Graduate Institute of International Politics, National Chung Hsing University, Taiwan in 2012.

Raji has authored or edited nine books, including *Global nuclear security: moving beyond the NSS* (2018), *Space Policy 2.0* (2017), *Nuclear security in India* (2015), *Clashing titans: military strategy and insecurity among Asian great powers* (2012) and *The dragon's fire: Chinese military strategy and its implications for Asia* (2009). She has published research essays in edited volumes and in peer-reviewed journals such as *India Review*, *Strategic Studies Quarterly*, *Air and Space Power Journal*, *International Journal of Nuclear Law and Strategic Analysis*. She has also contributed essays to newspapers such as *The Washington Post*, *The Wall Street Journal*, *The Times of India*, and *The Economic Times*. She has been invited to speak at international forums including the UN Disarmament Forum (New York), the UN Committee on the Peaceful Uses of Outer Space (Vienna), the Conference on Disarmament (Geneva), the ASEAN Regional Forum and the European Union.



## Major General Anthony Rawlins AM, DSC

HEAD OF FORCE DESIGN, AUSTRALIAN DEFENCE FORCE

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MAJGEN Anthony (Tony) Rawlins joined the Army via the Australian Defence Force Academy in 1986, graduating into the Royal Australian Armoured Corps in 1989. MAJGEN Rawlins is currently serving as Head Force Design in the Vice Chief of the Defence Force Executive.

His career has been dominated by command and planning appointments in Army and joint billets, and operational service. The bulk of his experience in corps roles has been command appointments at Troop, Squadron and Regimental level in the 2nd Cavalry Regiment. His most recent command appointment was as Commander 7th Combat Brigade (2016-2018).

Key staff appointments have included staff, training and representational appointments, most recently joint positions as Director General – Military Strategic Commitments and Deputy Chief of Army.

Operationally he has served as a military observer on UNTSO (1999) and deployed as the Commanding Officer of Overwatch Battle Group West-2 (OBG(W)-2) in Iraq from Nov 2006–Jun 2007. He most recently deployed as the Chief of Joint Operations (CJ3) on Headquarters International Security Assistance Force (HQ ISAF) from Jan–Oct 2014.

MAJGEN Rawlins was awarded a Distinguished Service Cross for command of OBG(W)-2 on operations. He was appointed a Member of the Order of Australia in the 2019 Australia Day Honours List.

MAJGEN Rawlins has completed a Bachelor of Arts (Honours), Bachelor of Laws (Honours), and three Masters Degrees in Management, Arts and Defence Studies. In 2011 he was admitted as a Barrister/Solicitor to the ACT Supreme Court.

He and his wife Sarah have a young son (Zachary – 11 years old) and his leisure interests include all motorcycling genres, mountain biking, kayaking, and playing music.



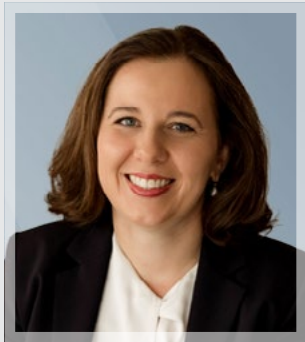
### Dr Brad Roberts

DIRECTOR, CENTER FOR GLOBAL SECURITY RESEARCH, LAWRENCE LIVERMORE NATIONAL LABORATORY

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Dr Brad Roberts has served as director of the Center for Global Security Research at Lawrence Livermore National Laboratory since 2015.

From 2009 to 2013, he was Deputy Assistant Secretary of Defense for Nuclear and Missile Defense Policy. In that role, he served as policy director of the Obama administration's Nuclear Posture Review and Ballistic Missile Defense Review and led their implementation. Prior to entering government service, Brad was a research fellow at the Institute for Defense Analyses and the Center for Strategic and International Studies, the editor of *The Washington Quarterly*, and an adjunct professor at George Washington University. Between leaving the Office of the Secretary of Defense in 2013 and assuming his current responsibilities, he was a consulting professor at Stanford University and William Perry Fellow at the Center for International Security and Cooperation (CISAC). While at CISAC, he authored a book titled *The case for US nuclear weapons in the 21st century*, which won the Choice Award for Outstanding Academic Title in 2016.



## Corry Roberts

CHIEF STRATEGY OFFICER, THALES AUSTRALIA AND NEW ZEALAND

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Corry Roberts joined Thales in 2015 and is a member of Thales Australia's executive leadership team. As the Chief Strategy Officer, she leads Thales's strategy formulation, communication and execution, including developing the Thales Australia corporate vision and strategy, overseeing strategic planning and leading strategic initiatives, including mergers and acquisitions, and owning key industry associations.

Before taking up that role, Corry was Vice President of the Vehicle and Tactical Systems business, which specialises in the design, development, manufacture and through-life support of a range of products and solutions for the ADF, including munitions, integrated weapons and sensors, optronic systems, protected vehicles, mission packages, and command, control, communications and computer (C4) systems.

Formerly, Corry had also held the role of Vice President of Human Resources in Thales, in which she led the strategy, development, management and implementation of culture and people programs that challenge, shape and support Thales's ambitions for the future.

Before joining Thales, Corry worked for a range of multinational businesses such as Microsoft, Emerson and Chloride Power Protection, where her responsibilities included shaping, developing, implementing and managing strategies and programs to support and drive business initiatives across the Asia-Pacific and more globally.

From 2012 to 2016, Corry served as a member of the Advisory Board to the Institute for Sustainable Leadership, where she advised on best practices and trends and taking a lead role in promoting the science and practice of sustainable leadership through research and education.

Corry holds a Master of Business Administration degree from Macquarie Graduate School of Management and is also a graduate of the Australian Institute of Company Directors. She has also been a member of Chief Executive Women since 2019.

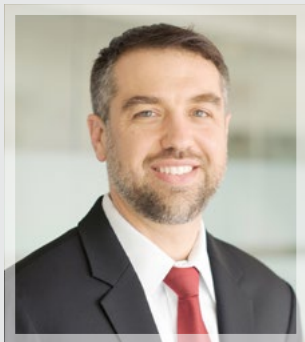


### Dr Kori Schake

SENIOR FELLOW AND DIRECTOR OF FOREIGN AND DEFENSE POLICY STUDIES, AMERICAN ENTERPRISE INSTITUTE

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Dr Kori Schake leads the foreign and defence policy team at the American Enterprise Institute. She is the author of *Safe passage: the transition from British to American hegemony*, and is a contributing writer at *The Atlantic*, *War on the Rocks* and *Bloomberg*.



## Paul Scharre

EXECUTIVE VICE PRESIDENT AND DIRECTOR OF STUDIES, CENTER FOR A NEW AMERICAN SECURITY

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Paul Scharre is the Executive Vice President and Director of Studies at the Center for a New American Security.

He is the award-winning author of *Four battlegrounds: power in the age of artificial intelligence* (2023). His first book, *Army of none: autonomous weapons and the future of war*, won the 2019 Colby Award, was named one of Bill Gates's top five books of 2018, and was named by *The Economist* as one of the top five books to understand modern warfare.

Paul previously worked in the Office of the Secretary of Defense (OSD) where he played a leading role in establishing policies on unmanned and autonomous systems and emerging weapons technologies. He led the Department of Defense (DoD) working group that drafted DoD Directive 3000.09, establishing the department's policies on autonomy in weapon systems. He also led DoD efforts to establish policies on intelligence, surveillance and reconnaissance programs and directed-energy technologies. He was involved in the drafting of policy guidance in the 2012 Defense Strategic Guidance, 2010 Quadrennial Defense Review, and secretary-level planning guidance.

Prior to joining OSD, Paul served as a special operations reconnaissance team leader in the US Army's 3rd Ranger Battalion and completed multiple tours to Iraq and Afghanistan. He is a graduate of the Army's Airborne, Ranger, and Sniper Schools and Honor Graduate of the 75th Ranger Regiment's Ranger Indoctrination Program.

Paul has published articles in *The New York Times*, *The Wall Street Journal*, *TIME*, *Foreign Policy*, *Foreign Affairs*, *Politico* and *USA Today*, and has appeared on *CNN*, *MSNBC*, *Fox News*, *NPR* and the *BBC*. He has testified before the House and Senate Armed Services Committees and has presented at the UN, NATO, the Pentagon, the CIA and other national security venues. He holds a PhD in war studies from King's College London and an MA in political economy and public policy and a BS in physics from Washington University in St Louis.



### Matt Schlueter

MANAGING DIRECTOR AND PARTNER, GLOBAL LEADER, DEFENSE AND SECURITY, BOSTON CONSULTING GROUP

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Matthew Schlueter is a core member of Boston Consulting Group's Public Sector and Operations Practices. Currently, he serves as the President of BCG Federal Corp, a wholly owned BCG subsidiary focused on the US federal government market. He is also the firm's Global Public Sector Defense and Security Subsector lead. Since joining BCG in 2014, Matt's experience has been leveraged across a wide range of industries, including the public sector, industrial goods, aerospace and defense, and technology.

Matt specialises in working with clients on supply chains and procurement, program management, and strategic assessments. He has led large-scale transformations across North America, Europe and Asia. His client engagements include leading an 18-month, enterprise-wide category management transformation for a government client that delivered an over 40 to 1 return on investment in savings; leading a procurement cycle time-reduction project that enabled over 95% time savings across pilot categories; conducting the post-acquisition assessment of a French aerospace company's technology-focused, US-based subsidiary; and managing the supply-chain transformation of a global aerospace system over 30 locations as part of a multi-region, post-merger integration. He collaborates closely with client stakeholders from day-to-day execution leads to the senior-most client executives. His projects to date have delivered several billions of dollars in operational savings for clients, as well as significant performance improvements.

Prior to his consulting career, Matt served in the US Air Force as a space and missiles officer and a foreign area officer.



## Carley Scott OAM

DIRECTOR, SPACE COLAB

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Carley Scott is a sought-after commercial space and strategy expert. At Space CoLAB, she encourages international collaboration in the space sector through the investigation of systems that can streamline access to space, responses that address opposing narratives effectively, and disruptive technology uses that can improve scientific and security outcomes for allied nations.

Carley is also a strategic adviser to the Victorian Government on defence and environmental matters, particularly with a view to strategy, space and technology innovation.

Previously, as the inaugural CEO of an award-winning economic development company, and later, as CEO beside the founder of ELA, Carley worked to establish the world-first contract with NASA for the successful launch of US rockets and heliophysics payloads from an Australian commercial launch site in 2022. This required the import of US vehicles without a TSA, delivery of a remote site set up during a pandemic, securing land-use agreements and environmental approvals alongside regulators, demonstrating her renowned collaborative leadership style and effective negotiation skills.

Carley has also been an adviser to the CSIRO Advanced Manufacturing Committee, a board member of the Space Industry Association of Australia, and a guest lecturer for RMIT's rocket-science physics sessions.

Awarded Australia's pre-eminent recognition for service with the Order of Australia Medal in 2021, ranked in the top 100 Women of Influence by *AFR* in 2019/2020, and winner of the Telstra Business Women's Award in 2017, Carley is a recognised for her positive impacts on Australian industry and communities.

A current member of UN Association of Australia (Victoria), the Victorian Rocketry Association, and a graduate of Monash University, Carley is passionate about hands-on learning and enjoys testing model rocket fuels and airframe designs with her children on the weekends.



### Andrew Shearer

DIRECTOR-GENERAL, OFFICE OF NATIONAL INTELLIGENCE

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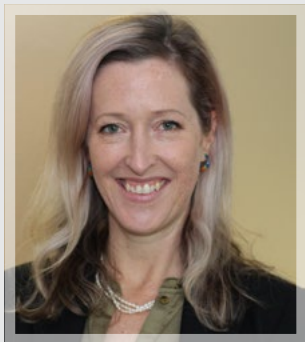
Andrew Shearer commenced duty as Director-General of the Office of National Intelligence (ONI) on 18 December 2020. Before then, he was Cabinet Secretary in the Office of the Prime Minister between August 2019 and December 2020, in which capacity he was responsible for the operations of the federal cabinet and committees including the National Security Committee and the Expenditure Review Committee, as well as the establishment and operation of the national cabinet.

Andrew was ONI Deputy Director-General (Assessments) between July 2018 and August 2019. For the 2½ years previous he was Senior Adviser on Asia–Pacific Security at the Center for Strategic and International Studies (CSIS) in Washington DC and Director of the centre’s project on Alliances and American Leadership. He authored and co-authored CSIS reports and other publications on a range of foreign policy, defence and national security issues and testified before the US House of Representatives Armed Services Committee.

Earlier, Andrew was National Security Adviser to prime ministers John Howard and Tony Abbott. In that capacity, he played a leading role in formulating and implementing Australian foreign, defence and security policies. He provided high-level advice that shaped Australian Government decisions on engagement with the Indo-Pacific region, defence capabilities and commitments, responses to international crises and terrorist incidents, and longer term strategic challenges.

He has 30 years of experience in intelligence, national security, diplomacy and alliance management. He was Political Minister-Counsellor at the Australian Embassy in Washington DC and Strategic Policy Adviser to former Australian Defence Minister Robert Hill and held positions in the Department of Foreign Affairs and Trade, the Department of the Prime Minister and Cabinet and the Office of National Assessments (ONI’s predecessor). As a Deputy Secretary at the Victorian Department of Premier and Cabinet, Andrew led the development of a comprehensive trade and investment strategy, initiating a major push to expand food exports to Asia, establishing new representational offices in China and Indonesia, and leveraging business, academic and cultural relationships.

Andrew has an international reputation as a commentator on Indo-Pacific strategic issues. He was Director of Studies at the Lowy Institute for International Policy, and his analysis has been widely published in books, journals and leading Australian, US and Asian newspapers. He was awarded a UK Foreign Office Chevening Scholarship and holds a master’s degree in international relations from the University of Cambridge and honours degrees in law and arts from the University of Melbourne. He received the US Department of Defense Medal for Distinguished Public Service for his contribution to the Australia–US alliance.



## Bec Shrimpton

DIRECTOR, DEFENCE, STRATEGY AND NATIONAL SECURITY, AUSTRALIAN STRATEGIC POLICY INSTITUTE

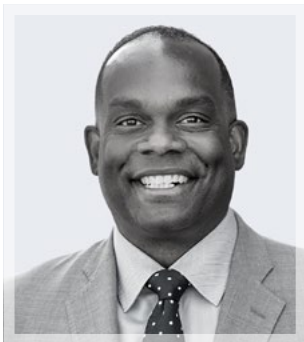
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Bec Shrimpton is Director, Defence, Strategy and National Security at the Australian Strategic Policy Institute, having previously been responsible for convening the Sydney Dialogue, Australia's premier policy summit for critical, emerging, cyber and space technology.

Bec has over 20 years of experience in policy, operational and corporate roles in the Australian Department of Defence and in the Department of Foreign Affairs and Trade. She has served as senior adviser, major powers to Australia's Foreign Minister, and led trade and investment in the defence and space sectors in Austrade. For the past decade, she has specialised in space policy, deterrence and advanced capabilities, including the role of commercial dual-use technologies and innovation in national security.

Bec has provided high-level policy advice to the Australian Government on Australia's relations with the US, China, the Five Eyes, Southeast Asia and the Pacific and on policy issues related to terrorism, insurgency, cyber, space, missile defence, nuclear and strategic deterrence and critical technologies. From 2015 to 2017, Bec was Counsellor Defence Strategic Policy in the Australian Embassy in Washington.

Bec is a Fellow of the Abshire–Inamori Leadership Program (2017) at the Center for Strategic and International Studies in Washington DC and an alumni of the Munich Young Leaders Forum (2015). She is an alumni of the Australian War College (2013 Defence and Strategic Studies Course) and is a Fellow of the college. She has a Master of Strategic Studies degree (with honours) from the Australian National University and a Master of Strategic Studies degree from Deakin University.



### Sean Singleton

PARTNER AND VICE PRESIDENT OF BUSINESS DEVELOPMENT, AMERICA'S FRONTIER FUND

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Sean Singleton is Partner and Vice President of Business Development at America's Frontier Fund, where he leads the team's capital acquisition and fundraising activities.

Sean is the founder of Oglethorpe Capital LLC, a firm working to develop disruptive technologies in aerospace and defence; technology, media and telecom; and next-generation energy. He gained his corporate finance and capital markets experience at JP Morgan Chase and NewCap Partners. He is a former system integrator sales executive, Air Force officer, and highly qualified expert at the Defense Innovation Unit. In that role, he was the principal interface to the private equity and venture capital communities across the country.

Sean currently serves on the board of directors for Washington Federal Bank, Almost Home Kids, and the Brick Theater in Brooklyn, New York. He holds a BS in legal studies from the US Air Force Academy and an MBA with a dual focus in finance and accounting from the University of Chicago Booth School of Business. Sean holds Series 7 and 63 licences.



## Lieutenant General Stephen Sklenka

DEPUTY COMMANDER, US INDO-PACIFIC COMMAND

Lieutenant General Stephen Sklenka is from Marietta, Georgia and was commissioned as a second lieutenant in 1988 after graduating from the US Naval Academy with a Bachelor of Science Degree in history.

His service in the Operating Forces includes Headquarters Company, 6th Marines (March 1989–March 1990); S-4, Marine Detachment UNITAS (March 1990–November 1990); 6th Marines Regimental S-4A (November 1990–January 1992); 6th Marines S-4 (January 1992–May 1992); S-4, Company Executive Officer, Detachment S-3, Detachment Commander, and Company Commander, with 1st Landing Support Battalion (July 1992–June 1995); S-4, 7th Marines (August 1998–June 2001); Executive Officer, Combat Service Support Group-15 (June 2004–March 2005); Commanding Officer, MSSG-11/Combat Logistics Battalion-11, 11th MEU(SOC); AC/S G-3, 1st Force Service Support Group (Fwd) (February 2010–December 2010); Chief of Staff of 1st Marine Logistics Group (Fwd) and Commanding Officer, Combat Logistics Regiment-15 and the Logistics Combat Element of the ISAF MAGTF (December 2010–May 2013); Commanding General, 1st Marine Logistics Group (July 2017–July 2019).

Stephen's service outside of the Operating Forces includes Instructor Group and as Commanding Officer of Training Support Company, Support Battalion, the Basic School (June 1996–August 1998); Current Operations Branch and then Prepositioning Head in Expeditionary Policies Branch of Plans, Policies, and Operations, Headquarters Marine Corps (July 2002–June 2004); Materiel Division Head and Deputy J4, US Special Operations Command (June 2007–January 2010); Principal Director for South and Southeast Asia in the Office of the Under Secretary of Defense for Policy (September 2015–June 2017); J5, Director for Strategic Planning and Policy, US Indo-Pacific Command (August 2019–August 2021).

His deployments have included Operation Just Cause, Panama; Marine Detachment UNITAS, South America; Operations Desert Shield/Desert Storm, Saudi Arabia and Kuwait; Operation Restore Hope, Somalia; Operation Vigilant Warrior, Kuwait; Operation Iraqi Freedom II, Iraq; 11th MEU(SOC), Pacific and Central Commands; Operation Enduring Freedom-10 and Enduring Freedom-12, Afghanistan.

Stephen has completed the Basic School, Ground Supply Officers Course, Logistics Officers Course, Amphibious Warfare School, Naval Command and Staff College, Air War College (non-resident), and was a CMC Fellow with the Center for Strategic and International Studies in Washington DC. He received a master's degree in national security and strategic studies from the Naval War College, and a master's degree with a concentration in unconventional warfare from American Military University. He has also completed the Timothy T Day Foundation Marine Corps Executive Fellowship at the Harvard Business School's Advanced Management Program.

Stephen assumed his duties as Deputy Commander, US Indo-Pacific Command on 16 August 2021.



### Courtney Stewart

SENIOR MANAGING CONSULTANT, OCRT

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Courtney Stewart is a Senior Managing Consultant at OCRT.

Courtney has over 20 years of experience in government, industry and think tanks in the areas of national security and deterrence in the US, Australia and the UK. Between 2015 and 2018, she served as the US Department of Defense (DoD) Policy Exchange Officer to the Australian DoD Strategic Policy Division.

Prior to her posting, Courtney held numerous positions in the Pentagon, including in the 2010 Nuclear Posture Review staff and the offices of East Asia and Nuclear and Missile Defense. She served as co-chair of the US – Republic of Korea (ROK) Extended Deterrence Policy Committee Working Group.

In 2013, she was the lead author and chief US negotiator of the US–ROK Tailored Deterrence Strategy Against North Korean Nuclear and Other WMD Threats—the only codified extended deterrence strategy with any US ally. Her contributions in the Pentagon were acknowledged through a US Medal for Exceptional Civilian Service in 2015.

Courtney earned an MA in science and security from King's College London, and a BA in both political science and history with highest departmental honours from the University of California, Los Angeles. She is currently a Senior Managing Consultant for OCRT, a bespoke strategy, intelligence and communications consulting firm based in Canberra.



## Marcus Thompson AM

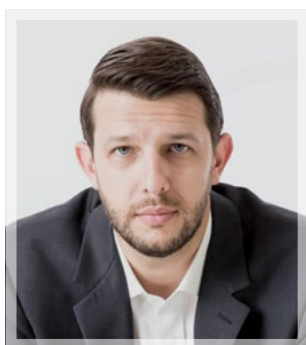
FOUNDER, CYBER COMPASS

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Dr Marcus Thompson is a retired major general who served 34 years in the Australian Army. Graduating from the Royal Military College in 1988, he was allocated to the Royal Australian Corps of Signals. He served in a variety of command, regimental and special operations appointments, including Commander of the 3rd Combat Signal Regiment; secondment to the Department of the Prime Minister and Cabinet as the Senior Adviser, Defence Policy and Operations; Director General Special Operations Capability; Commander 6th Brigade; and deployments to East Timor, Iraq and Afghanistan. His final appointment was as the inaugural Head of Information Warfare for the Australian Defence Force.

Marcus holds a Bachelor of Electrical Engineering degree with honours from the University of New South Wales, a Bachelor of Business from the Royal Melbourne Institute of Technology, a Master of Defence Studies from the University of Canberra, a Master of Strategic Studies from Deakin University, and a PhD in cybersecurity from the University of New South Wales. He was appointed a Member of the Order of Australia in the 2014 Queen's Birthday Honours List.

Since leaving the Australian Army, Marcus has founded Cyber Compass Pty Ltd, an independent advisory focused on improving cybersecurity and developing sovereign Australian capability. He has worked with and supported several Australian entities, including Macquarie Technology Group, NAB, Macquarie Bank and the Melbourne Business School. He is the chair of the board of Penten, the chair of the board of ParaFlare, and a non-executive director of Bank Australia.



### Ashley Townshend

NON-RESIDENT SENIOR FELLOW, UNITED STATES STUDIES CENTRE AND SENIOR FELLOW FOR INDO PACIFIC SECURITY, CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE

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Ashley Townshend is a senior fellow for Indo-Pacific security at the Carnegie Endowment for International Peace. He is also founding co-chair of the annual US–Australia Indo-Pacific Deterrence Dialogue and a non-resident senior fellow at the United States Studies Centre at the University of Sydney.

As a leading Australian expert on Indo-Pacific strategic affairs, Ashley focuses on the evolving regional order, alliances and partnerships, defence policy, deterrence and statecraft, and collective approaches to Indo-Pacific strategy. He has written extensively on US strategy in Asia, regional strategic competition with China, the US–Australia alliance, and Australian foreign and defence policy. He is co-author of the monograph *Averting crisis: American strategy, military spending and collective defence in the Indo-Pacific*.

Prior to joining Carnegie, Ashley was the inaugural director of the Foreign Policy and Defence Program at the United States Studies Centre, where he led a number of research and strategic policy initiatives in partnership with the Australian Department of Defence. He has also held research and teaching positions at the Lowy Institute, the Australian War College, the Department of Government and International Relations at the University of Sydney, and the Strategic and Defence Studies Centre at the Australian National University.

His analyses have been widely published, including in *Foreign Policy*, *The Guardian*, *Nikkei Asia*, *CNN*, *Defense One*, *War on the Rocks*, *The Australian* and the *Australian Financial Review*. He has also written for the International Institute for Strategic Studies, the Brookings Institution, the Lowy Institute and the Australian Strategic Policy Institute, among others. Ashley is a frequent commentator in the international media and completed his studies at the University of Oxford, Sciences Po Paris and the University of Sydney, where he was awarded the University Medal.



## Dr Isaiah Wilson III

PROFESSOR OF PRACTICE, GLOBAL AFFAIRS, ARIZONA STATE UNIVERSITY AND FORMER PRESIDENT (EMERITAS), THE JOINT SPECIAL OPERATIONS UNIVERSITY

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Dr Isaiah (Ike) Wilson III (Colonel, US Army, retired) has earned a reputation as a versatile and innovative soldier-scholar. A decorated combat veteran with multiple combat tours in Iraq and Afghanistan and extensive operational experience across the greater Middle East, Ike is a nationally and internationally recognised leading advocate for change in how America understands and deals with matters of security affairs and uses of force, in times of peace and war, at a time when disruptive change continues to outpace organisations and organisational leadership's ability to think and act fast and effectively.

Ike's military career has spanned troop-leading, staff planning, strategic advisory and teaching and research assignments, and he has published extensively on organisational politics, civil-military relations, national security (defence) policy, and grand strategy. His 2007 book, *Thinking beyond war: civil-military relations and why America fails to win the peace*, along with his service in the 2003 Operation Iraqi Freedom Study Group, helped to increase public attention to the problems and errors in US postwar planning for the Iraq War and sparked governmental movement towards policy reforms. He has been at the centre of innovative planning in the future of US intervention policy.

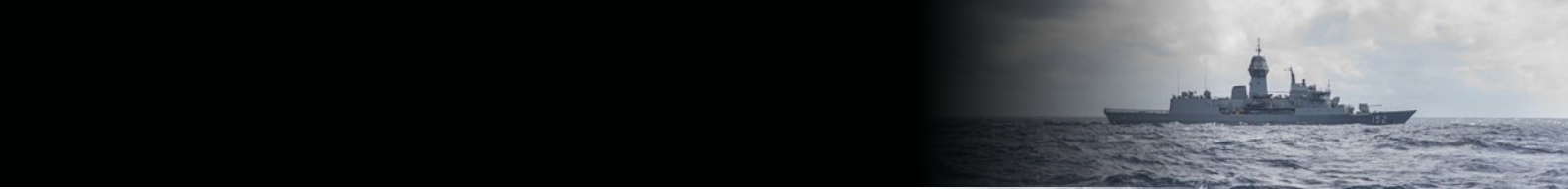
His most recent military assignment was serving as Chief, Commander's Initiatives Group for the Commanding General, US Central Command (2013–2016). Working in one of the most challenging combatant commands, he played a leading role in the command's overall efforts relating to three major named operational campaigns (Operations Enduring Freedom / Freedom's Sentinel, Inherent Resolve and Spartan Shield and numerous related supporting operations, including US Central Command's 2013 Operation Nimble Warning, as well as US Central Command's support for Operation Restoration of Hope, Gulf Cooperative Council Coalition in Yemen, among others.

Previously, Ike served as a strategic planning adviser to General Stanley McChrystal, COMISAF, and the ISAF combined – joint planning staff in support of Operation Enduring Freedom in 2009, and as chief of plans for the 101st Airborne Division (Air Assault) and resident strategist to the commanding general, David Petraeus, in Mosul, Iraq during Operation Iraqi Freedom-1 (2003–04).

Ike holds a BS in international relations from the US Military Academy at West Point, master's degrees in public policy and government from Cornell University, master's degrees in military arts and sciences from the US Army's Command and General Staff College, School of Advanced Military Studies and the National War College, as well as a PhD in political science (government) from Cornell University.

## SPEAKERS' BIOGRAPHIES

Prior to his arrival at Joint Special Operations University and US Special Operations Command, he served as Director of the US Army's Strategic Studies Institute and US Army War College Press, as well as a senior lecturer with the Yale Jackson Institute of Global Affairs at Yale University. He served as professor of political science and the director of the American Politics, Policy, and Strategy Program at West Point from 2005 to 2013 and was the architect and founding director of the West Point Grand Strategy Program. He has taught at the National War College, Yale University, Columbia University, and the George Washington University. He is a non-resident Fellow with the DC think tank, New America, and a non-resident scholar with the Modern War Institute at the US Military Academy at West Point. He is also a life member with the Council on Foreign Relations and serves on the council's International Affairs Fellowship program selection committee.



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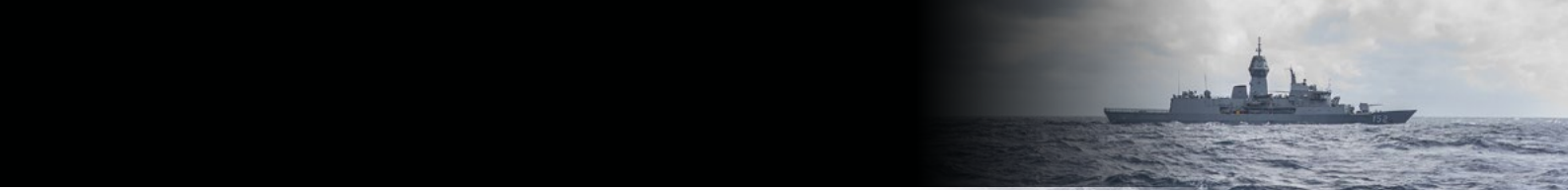
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# NOTES



# NOTES





2023 ASPI CONFERENCE PROGRAM

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