SOCOM SMA Gray Zone Conversation Session IV Booklet

Strategic Multi-Layer Assessment (SMA) provides planning support to Commands with complex operational imperatives requiring multi-agency, multi-disciplinary solutions that are NOT within core Service/Agency competency. Solutions and participants are sought across USG and beyond. SMA is accepted and synchronized by Joint Staff/J-39 DDGO and executed by ASD (EC&P).

Biographies

Dr. Tom Allen (IDA)

Dr. Allison Astorino-Courtois (NSI)

Mr. Devin Ellis (ICONS)

Mr. Dan Flynn (DNI/NIC)

Dr. Scott Huettel (Duke)

CAPT Phil Kapusta (SOCOM)

Mr. Jay Rouse (J5)

Brig Gen (Sel) Rob Spalding (J5)

Dr. Jason Spitaletta (JHU/APL)

Dr. Peter Suedfeld (UBC)

Dr. Jon Wilkenfeld (ICONS)

Dr. Nick Wright (Carnegie)

DR. THOMAS ALLEN

Dr. Thomas L. Allen is a retired Senior Service Executive who served as the Deputy Director, Studies and Analysis, for the Director of Force Structure, Resources and Assessment, Joint Chiefs of Staff. In this position, he was responsible for all major studies, wargames, and data development activities conducted by the Joint Chiefs of Staff. Prior to assuming this position, he was the Deputy Director of the Joint Advanced Warfighting Division of the Institute for Defense Analysis. In this capacity, he led or participated in a range of studies addressing aircraft and satellite systems, forces and force structure, irregular warfare, wargaming and joint capability development. He also directed a unique joint IDA, RAND and Center for Naval Analysis capability assisting the Joint Improvised Explosive Device Defense Organization of the Department of Defense, where he oversaw the deployment and analytic contribution of over 30 analysts in war zones directly supporting military senior commanders. He also served as Executive Secretary for a series of Defense Science Board Studies addressing Lessons Learned in Iraq and Afghanistan. He directed IDA's Simulation Center and coordinated IDA's Modeling and Simulation activities. His duties at IDA followed a 29-year Air Force career, which included both operational wing command and five years as the Commander of the Air Force Studies and Analysis Agency. Dr. Allen accumulated over 2500 hours of flying time as an instructor pilot in the T-38 Talon and as a mission commander in the F-15 Eagle. He served as US member of NATO's Advisory Group for Aerospace Research and Development, received the Military Operations Research Society's Barchi and Wanner Awards, and was awarded several military and civilian decorations. He is married to the former Anne Lewis Pope of Gladstone Michigan and has three children and eight grandchildren.

DR. ALLISON ASTORINO-COURTOIS

Dr. Allison Astorino-Courtois is Executive Vice President at NSI, Inc. She also served as co-chair of a National Academy of Sciences (NAS) study on US Strategic Deterrence Capabilities in the 21st Century and as a section lead on a Congressionally-mandated NAS study of Space Deterrence and Protection. Over the past five years Dr. Astorino-Courtois has worked as technical lead on a variety of rapid turn-around, Joint Staff-directed Strategic Multi-layer Assessment projects in support of US forces and nearly all US Combatant Commands, In addition, she has developed numerous conceptual models for those projects, including a Stability Model (StaM) for assessing the stability and instability dynamics of a state, sub-state, city or organization by integrating political, economic and social factors; a Longevity Model for measuring and explaining the durability of organizations such as Da'esh,; and, a means of measuring actor intent, resolve/will and relevant capability to forecast the likely futures of the Persian Gulf or other regions.

Previously, Dr. Astorino-Courtois was a Senior Analyst at SAIC (2004-2007) where she served as a STRATCOM liaison to U.S. and international academic and business. Prior to SAIC, Dr. Astorino-Courtois was a tenured Associate Professor of International Relations at Texas A&M University in College Station, TX (1994-2003) where her research focused on the cognitive aspects of foreign policy decision making. She has also taught at Creighton University and as a visiting instructor at the U.S. Military Academy at West Point. She has received a number of academic grants and awards and has published articles in multiple peer-reviewed journals. Dr. Astorino-Courtois also has the distinction of having been awarded both a US Navy Meritorious Service Award and a US Army Commander's Award.

Dr. Astorino-Courtois earned her Ph.D. in International Relations and MA in and Research Methods from New York University and a BA is in political science from Boston College.

MR. DEVIN HAYES ELLIS

Mr. Devin Hayes Ellis is a faculty research associate in the College of Behavioral and Social Sciences at the University of Maryland, and the Policy & Research Program Director for the ICONS Project – a simulation research and training program affiliated with the National Consortium for the Study of Terrorism and Responses to Terrorism (START). Ellis' work focuses on helping organizations use simulation and gaming for crisis management and policy and programmatic planning. He is a policy analyst by training, specializing in East Asian security issues and crisis.

Ellis has designed or consulted on simulation projects for USAID, the World Bank, DHS, the Carnegie Endowment for International Peace, the Brookings Institution, CSIS, the Office of Personnel Management, National Defense University, the Kennedy School of Government, the Fletcher School of Diplomacy, Ford Motor Co., Swire, Michelin, ABInBev, and various parts of DOD including the Joint Staff, OSD, and several Combatant Commands. Over the past decade he has also been a participant in groundbreaking Track II dialogues on U.S.-China crisis management. Ellis is an external reviewer for the interdisciplinary journal Simulation & Gaming, and serves as associate editor of the PAXsims blog (https://paxsims.wordpress.com/).

MR. DAN FLYNN
Dan Flynn is the Director of the Global Security Program for the National Intelligence Council's Strategic Futures Group. In this position, he is responsible for leading national-level, interagency projects to provide senior US policymakers, defense officials, and warfighters assessments of long-term and crosscutting military-security issues of strategic importance to US security interests. In this capacity, he is also responsible for leading the National Intelligence Council's strategic analytic gaming efforts to assess emerging national security issues. He has worked closely with the Office of the Secretary of Defense, the Joint Staff, and the Combatant Commands in support of US military strategy development and planning efforts. He has also served as an advisor to several Defense Science Board studies.

From 2004 to 2005, Dan Flynn also served as a senior staff member to *The President's Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction* ("The Robb-Silberman WMD Commission"). His duties included leading the Commission's research on US intelligence capabilities to support future US military operations, perform strategic assessments, and conduct scientific and technical analysis. His work led to several of the Commission's recommendations for intelligence reform.

DR. SCOTT HUETTEL

Scott Huettel is the Jerry G. and Patricia Crawford Hubbard Professor and Chair of the Department of Psychology and Neuroscience, with secondary appointments in the Departments of Psychiatry and Neurobiology. His research uses a combination of behavioral, genetic, physiological, and neuroscience techniques to discover the neural mechanisms that underlie higher cognition, with a focus on economic and social decision making. Much of his research – which includes collaborations with neuroscientists, psychologists, behavioral economists, and business and medical faculty – falls within the emerging interdiscipline of neuroeconomics, where he is a Past-President of the Society for Neuroeconomics. He is an author of more than 100 scientific publications, including articles in *Science*, *Nature Neuroscience, Nature Reviews Neuroscience, Neuron, Psychological Science,* and other top journals in several fields. His research has been featured in *CNN, Newsweek, Money Magazine, NPR Science Friday,* and many other media outlets. He is lead author on a primary textbook in neuroscience, *Functional Magnetic Resonance Imaging*, and is a co-editor of the textbook *Principles of Cognitive Neuroscience*. Dr. Huettel has won the Dean's Award for Excellence in Mentoring from the Duke University Graduate School, and has been recognized as one of the top 5% of undergraduate instructors at Duke. He is also the founding Director of the Duke Center for Interdisciplinary Decision Sciences (D-CIDES), which brings together faculty and students from throughout campus for interdisciplinary research and educational programs.

CAPTAIN PHIL KAPUSTA

CAPT Phil Kapusta was born and raised in Northern Virginia. He graduated from the U.S. Naval Academy with merit in 1992.

After completing Basic Underwater Demolition/SEAL (BUD/S) training with Class 186 in Coronado, California, he reported to SEAL Team TWO in Little Creek, Virginia in 1993. He served as Assistant Officer-in-Charge (AOIC) of two platoons before transferring to SEAL Team EIGHT in 1996.

At SEAL Team EIGHT, CAPT Kapusta served as Officer-in-Charge (OIC) of a SEAL Platoon and then as Assistant Operations Officer.

Following this tour, CAPT Kapusta earned his MS degree from the Naval Postgraduate School in Leadership and Human Resource Development. From 1999-2001, he returned to the Naval Academy and was the 16th Company Officer.

From 2001 to 2003, he served at Special Operations Command Central (SOCCENT) in the Joint Planning Group (JPG). Following his time at SOCCENT, CAPT Kapusta served as the OIC of Naval Special Warfare Center, Detachment Little Creek (NSWCDLC) from 2003-2005.

From 2005 to 2007, he attended the Command and General Staff College (CGSC) and the School of Advanced Military Studies (SAMS) at Fort Leavenworth, Kansas. While there, he also earned an EMBA from Benedictine College.

After graduating from SAMS, CAPT Kapusta served as the J5 Chief of Strategic Plans at SOCCENT from 2007-2009.

CAPT Kapusta worked at the US Special Operations Command (USSOCOM) in J-51 (Special Plans) in 2009 before being selected for command for Provincial Reconstruction Team, Ghazni, Afghanistan. He served as the CO of PRT Ghazni from 2009-2010.

He is currently assigned to the USSOCOM J-5 as a strategic planner.

CAPT Kapusta and his wife Michelle live in the Tampa area, and they have three young sons, Vincente, Antonio and Joseph.

MR. JAY ROUSE

Jay Rouse is a senior strategist supporting the Joint Staff in the J5 Strategy Development Division. His major duties involve the Joint Strategic Planning System (JSPS), Joint Strategy Review (JSR) Process, Chairman's Risk Assessment (CRA) and conducting time-sensitive analysis of strategic issues. His strategic analysis has informed numerous major national security decisions, including significant strategy adjustments, force posture and defense modernization decisions. A 23 year Army veteran, he served in a variety of command and staff positions in the United States, Europe, and the Middle East with key strategic planning tours on the Army Staff and Joint Staff. He has been involved in the development of many major strategy documents, including multiple Quadrennial Defense Reviews, National Military Strategies, and Chairman's Risk Assessments (CRA). He is airborne, air assault, and RANGER qualified. Mr. Rouse holds a BA in Political Science from Siena College and a MPA from Canisius College, in addition to Masters in Strategic Studies from the U.S Army War College. Among his professional affiliations, he is a member of the International Society for Risk Analysis (SRA), a peer reviewer for its journal and frequent speaker at SRA's national conference. He is a nationally certified soccer coach and resides in Springfield, Virginia with his wife and three girls.

BRIGADIER GENERAL SELECT ROBERT S. SPALDING III

Brig Gen (Sel) Rob Spalding is the Chief, China, Mongolia, Taiwan Division, Deputy Directorate for Politico-Military Affairs – Asia, Strategic Plans and Policy Directorate, Joint Staff, the Pentagon, Washington, D.C. As Division Chief, he directs activities and operations to develop planning guidance for Unified Commanders, prepares Joint Staff/DoD positions on National Security Council matters, and develops informal and formal briefings dealing with major national and international policy matters for use by the Chairman, Joint Chiefs of Staff.

Brig Gen (Sel) Spalding received his commission through Fresno State University's Reserve Officer Training Corps program in 1991. He is an Air Force Command Pilot with more than 2,300 hours flight time in two major weapons systems; B-2 Spirit and B-52 Stratofortress. His prior tours include Command of the 509th Operations Group where he launched B-2s in support of Operation Odyssey Dawn, and Military Assistant to the Deputy Assistant Secretary of Defense for Prisoner of War/Missing Personnel Affairs at the Pentagon. During the Iraq surge in 2007, he deployed and directed the Personal Security Coordination Center, and was responsible for security of the top five leaders in Iraq.

Prior to his current assignment, he was the Air Force Military Fellow at the Council on Foreign Relations, New York, NY.

Brig Gen (Sel) Spalding speaks Chinese-Mandarin and Spanish.

EDUCATION
1987 Bachelor of Science degree in agricultural business, Fresno State University, CA.
1993 Master of Science degree in agricultural business, Fresno State University, CA.
1998 Marine Corps University Amphibious Warfare Course (Correspondence).
1999 Squadron Officer School (Distinguished Graduate), Maxwell AFB, AL.
2001 Defense Language Institute Chinese-Mandarin Course (Distinguished Graduate), Monterey, CA.
2003 Air Command and Staff College (Correspondence).
2006 Air War College (Correspondence).
2007 Joint Forces Staff College, Norfolk, Va.
2007 PhD economics and mathematics, University of Missouri, Kansas City, MO.
2008 Air War College, Maxwell AFB, AL.
2008 Masters of Science degree in strategic studies, Air University, Maxwell AFB, AL.
2013 Graduate Certificate, Nuclear Weapons Effects, Policy & Proliferation, Air Force Institute of Technology (AFIT), Wright-Patterson AFB, OH.

ASSIGNMENTS
1. Mar 1992 - Aug 1993, Officer in Charge, Strategic Plans, 21st Space Wing, Peterson AFB, CO.
2. Aug 1993 - Sep 1994, Student Pilot, 87th Flying Training Squadron, Laughlin AFB, TX.
3. Nov 1994 - May 1995, B-52 Upgrade Training, 11th Bomb Squadron, Barksdale AFB, LA
4. Jun 1995 - May 1998, B-52 Pilot and Aircraft Commander, 23rd Bomb Squadron, Minot AFB, ND.
5. May 1998 - May 2001, T-38 and B-2 Pilot, Wing Life Support Officer, Conventional Strike Officer, and Chief of Training, 325th Bomb Squadron, Whiteman AFB, MO.
6. Jun 2001 - Jun 2002, Chinese-Mandarin Student, Defense Language Institute, Monterey, CA.
7. Jul 2002 - Apr 2004, Olmsted Scholar, Tongji University, Shanghai, PRC.
8. Apr 2004 - Jun 2006, B-2 Instructor/Evaluator Pilot and Assistant Director of Operations, 393rd

Bomb Squadron, Whiteman AFB, MO.
9. Jun 2006 - Jul 2007, Military Assistant to the Deputy Assistant Secretary of Defense, Defense Prisoner of War/Missing
Personnel Affairs Office, Pentagon, Washington, DC.
10. Aug 2007 - Jan 2008, Director, Personal Security Coordination Center, MNF-I, Baghdad, Iraq.
11. Jan 2008 - Jun 2008, Deputy Director Strategic Plans and Initiatives Directorate, Defense Prisoner
of War/Missing Personnel Affairs Office, Pentagon, Washington, DC.
12. Jul 2008 - Jun 2009, Student, Air War College, Maxwell AFB, AL.
13. Jun 2009 - Jun 2010, Chief of Safety, 509th Bomb Wing, Whiteman AFB, MO.
14. Jun 2010 - Mar 2011, Deputy Commander, 509th Operations Group, Whiteman AFB, MO.
15. Mar 2011 - Apr 2012, Commander, 509th Operations Group, Whiteman AFB, MO.
16. Apr 2012 - Jun 2013, Vice Commander 509th Bomb Wing, Whiteman AFB, MO.
17. Jul 2013 - Jun 2014, Military Fellow, Council on Foreign Relations, New York, NY.
18. Jul 2014 - Present, Chief, China, Mongolia, Taiwan Division, Joint Staff, J-5 Pentagon,
Washington, D.C.

FLIGHT INFORMATION
Rating: Command Pilot
Flight hours: More than 2,300
Aircraft flown: B-2, B-52, T-38 and T-37

MAJOR AWARDS AND DECORATIONS:
Legion of Merit
Defense Meritorious Service Medal
Air Force Meritorious Service Medal with one oak leaf cluster
Joint Service Commendation Medal
Air Force Commendation Medal with one oak leaf cluster
Air Force Achievement Medal with one oak leaf cluster

PUBLICATIONS:
"A Micromovement Model with Bayes Estimation via Filtering: Application to Measuring Trading Noises and Trading Cost
(co-author)," Nonlinear Analysis: Theory, Methods and Applications, 2006"Businessmen's Risk Perception in China
following the 1999 Chinese Embassy bombing and the 2001 EP-3 Incident," doctoral dissertation, Proquest Dissertations,
2007

EFFECTIVE DATES OF PROMOTION:
Second Lieutenant Oct 16, 1991
First Lieutenant Oct 16, 1993
Captain Oct 16, 1995
Major Aug 1, 2002
Lieutenant Colonel Mar 1, 2006
Colonel Aug 1, 2011
Current as of Dec 2015
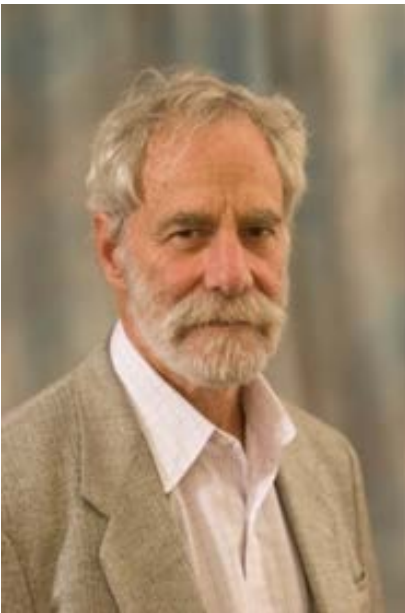
DR. JASON SPITALETTA
Jason Spitaletta, Ph.D. (Maj, USMCR)
Jason Spitaletta is a Major in the US Marine Corps Reserve and a psychologist with primary research experience in applied, experimental, political psychology and cognitive neuroscience as well as operational experience in Psychological Operations (PSYOP)/Military Information Support Operations (MISO) and intelligence assignments in the US Marine Corps as well as Joint and Special Operations communities. He has deployed to the Western Pacific, Iraq, and Uganda. In civilian life, he is a researcher at The Johns Hopkins University-Applied Physics Laboratory as well as an adjunct faculty member at National Intelligence University and the Daniel Morgan Academy. He holds a bachelors' degree in biochemistry from Franklin & Marshall College, a master's degree in human factors from Embry-Riddle Aeronautical University and a master's degree and Ph.D. in applied experimental psychology from and Catholic University. He also holds a graduate certificate from Stanford University's Summer Institute for Political Psychology.

DR. PETER SUEDFELD
Peter Suedfeld is an experimental social psychologist holding an appointment as Dean and Professor, Emeritus, at the University of British Columbia in Vancouver, B.C., Canada. He was educated in Hungary, Austria, and the U.S. (BA, Queens College, MA and PhD, Princeton), and previously taught at the University of Illinois and Rutgers. He is a veteran of the U.S. Army and the U.S. Air Force Reserve, and now has dual citizenship in the U.S. and Canada. His research, described in over 300 publications, deals primarily with adaptation and resilience during and after challenging, dangerous, and/or extreme environments and experiences. These have included high-level political and military decision-making and information processing under stress, survival in genocidal death camps, and work in the two polar regions as well as space. He is a Fellow of the Royal Society (the National Academies) of Canada and many other scientific societies. Among his awards are the Antarctica Service Medal of the U.S. National Science Foundation, the Canadian Psychological Association Gold Medal for lifetime achievement, and Queen Elizabeth II's Diamond Jubilee Medal.

DR. JONATHAN WILKENFELD

Jonathan Wilkenfeld is Professor and prior Chair of Government and Politics at the University of Maryland and Director of the ICONS simulation project. He has been an Affiliate Faculty in the UM Institute for Advanced Computer Systems. He is a specialist in foreign policy decision-making, crisis behavior, and mediation, as well as in the use of simulation in policy studies. Since 1977, Wilkenfeld has served as co-Director (with Michael Brecher) of the International Crisis Behavior Project, a cross-national study of international crises in the twentieth century. The project has served as the basis for systematic research into a range of crucial foreign-policy issues, including state motivations during times of crisis, conflict management practices, and protracted conflict trajectories.

Wilkenfeld serves as Director of the International Communication and Negotiation Simulations (ICONS) Project, which provides decision-makers with interactive training experiences in the fields of conflict behavior, negotiation, and crisis management. The development of ICONS grew out of his long-term interest in integrating technology and simulation techniques into the teaching of negotiation and international politics. Under his direction, the ICONS Project won numerous awards for innovation and excellence, including in 1994, the Distinguished Program Award presented by the Maryland Association for Higher Education for the ICONS instructional model, and in 2001 the University of Maryland Award for Innovation in Teaching with Technology. He has also won awards from the International Studies Association as a Distinguished Scholar. In 2009, Wilkenfeld was designated by the University of Maryland as a Distinguished Scholar-Teacher.

His most recent books include A Study of Crisis (1997 and 2000, with Michael Brecher); International Negotiation in a Complex World (1999, 2005, 2010, 2015 with Brigid Starkey and Mark Boyer); Mediating International Crises (2005, with Victor Asal, David Quinn, and Kathleen Young); and Myth and Reality in International Politics (2015). Wilkenfeld's current work focuses on mediation processes in intrastate conflicts and crises.

DR. NICHOLAS D. WRIGHT

Wright is an Associate in the Nuclear Policy Program at the Carnegie Endowment for International Peace in Washington DC where he works on neuroscientific perspectives on nuclear decision-making. His work combines experience from two fields. In the policy sphere, Wright was a Visiting Fellow in the Department of Government at the London School of Economics, and also organised high-level public policy workshops and events in the UK. In addition, Wright is trained in neuroscience and biology. He worked clinically as a neurologist in Oxford and at the National Hospital for Neurology in London, and subsequently spent five years using technologies like functional brain imaging to examine economic and political phenomena, conducted as a Fellow at the Wellcome Trust Centre for Neuroimaging at University College London (UCL). He received a medical degree from UCL, a BSc in Health Policy from Imperial College London, has Membership of the Royal College of Physicians (UK), has an MSc in Neuroscience and a PhD in Neuroscience both from UCL.