

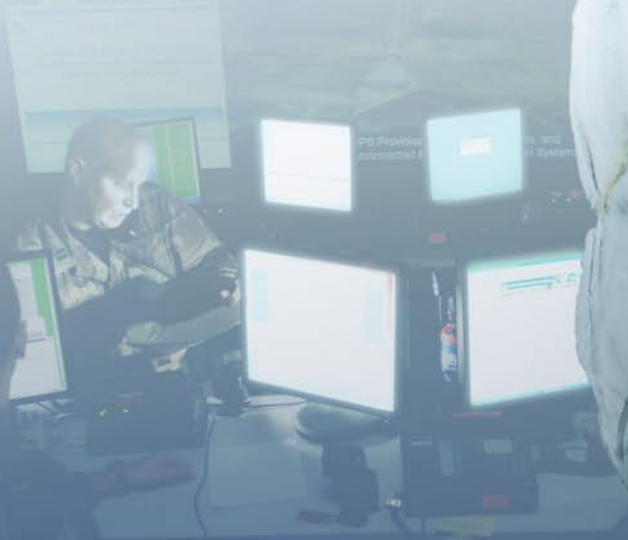
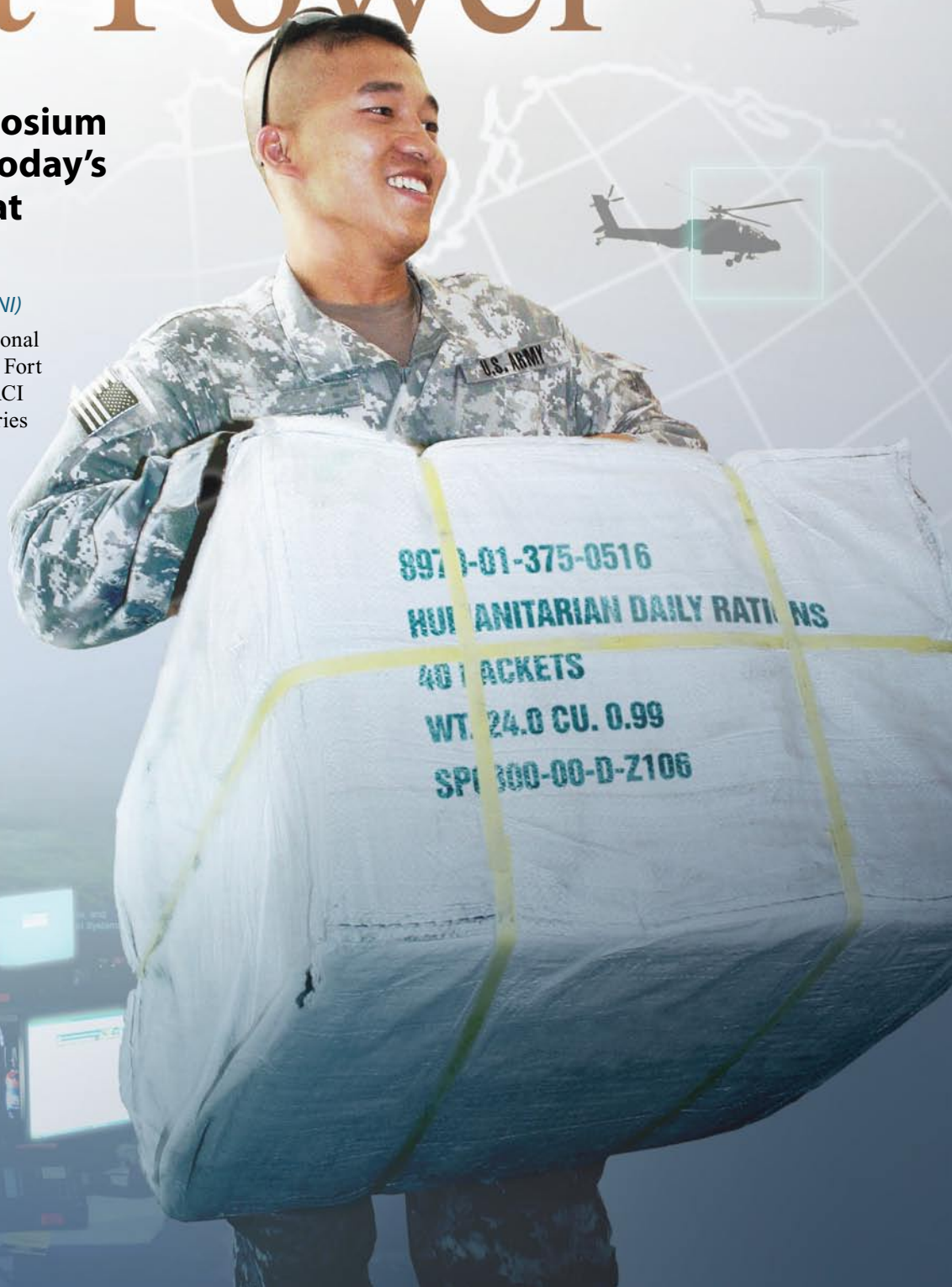


Enhancing and Applying Soft Power

The Second Symposium on Dealing With Today's Asymmetric Threat

*Co-sponsored by CACI and the
United States Naval Institute (USNI)*

Gathering the best minds in national security, on October 21, 2008 at Fort Myer in Arlington, Virginia, CACI co-sponsored the second in a series of three symposia to initiate a critically needed dialogue on developing a new, integrated, and long-term strategy for countering global terrorism. The focus? Coupling the traditional military response with an approach that includes humanitarian aid, diplomacy, communications, economic and social development, education, and more ... in other words, **soft power**.



The Need for Soft Power

By Michael Pino

In January 2008, Secretary of Defense Robert Gates said that today's asymmetric threats "cannot be overcome by military means alone ... They require our government to operate with unity, agility, and creativity, and will require devoting considerably more resources to non-military instruments of national power."

In other words, our military efforts must be coupled with "soft power" capabilities — economic development, institution-building, promoting internal reconciliation, public services, training and equipping indigenous security forces, effective and strategic communications, and more — to produce long-term success in fighting global terrorism.



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Soft power includes support for infrastructures needed to create stable nations with strong political, economic, social, and security institutions capable of resisting extremism.

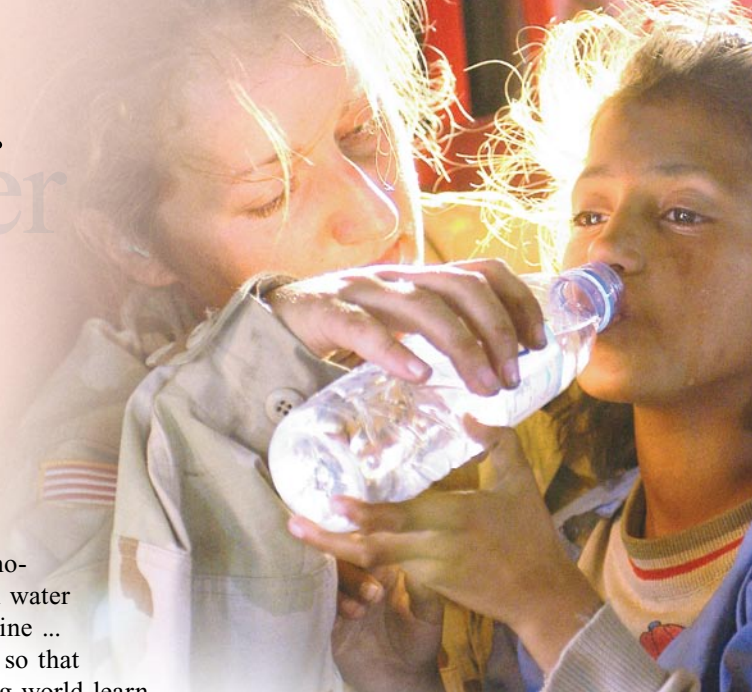
Former CACI Executive Vice President Gail Phipps, a symposium advisor and one of the authors of a white paper from the first symposium, said, "The probability is that in the 21st century, there are not going to be big wars as we've seen them before, fought with bombs and bullets. Instead, we'll see

1.6 billion people who have no electricity or drinking water, or millions of people suffering from a pandemic disease.

"Soft power means generating electricity without polluting the atmosphere ... providing clean water ... producing more medicine ... and building universities so that children in the developing world learn about democracy, freedom, and other forms of government."

One thing is clear: the challenge goes beyond the capacity and expertise of any one department of the U.S. government.

An integrated national strategy must involve multiple defense, economic, diplomatic, security, communications, law enforcement, commercial, and intelligence agencies, as well as the non-governmental community of private sector and non-profit organizations, academics, researchers, and media experts.



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Humanitarian support is a key element of soft power — and one the U.S. has admirably provided for many years.

What's more, military success, alone, is no longer a guarantee of security. We need to change the historical paradigm to include the long-term application of soft power to achieve a more secure future for Americans and the world.

You can download the brochure on the soft power symposium at http://www.caci.com.asymwarfare_brochure_10-08.pdf.

A Gathering of Experts

The CACI-USNI Symposium on Applying and Enhancing Soft Power included some of the nation's leading experts in national security.

The keynote speakers were Ambassador Brian E. Carlson, former Secretary of the Navy John F. Lehman, and former Commandant of the U.S. Coast Guard Admiral James M. Loy, USCG (Ret.).

Two panels were convened: "Understanding the Efficacy of Soft Power," moderated by MGen Thomas L. Wilkerson, USMC (Ret.) and USNI Chief Executive Officer; and "Integrating and Applying the Instruments of Soft Power," moderated by CACI Board of Directors member Dr. Warren Phillips.

Speakers included CACI Executive Chairman Dr. Jack London, who

opened the symposium along with MGen Wilkerson.

Louis Andre, CACI Senior VP and one of the symposium advisors, noted, "We assembled a very impressive and diverse group of professionals, all of whom had the benefit of vast amounts of experience. They collectively painted a very compelling picture of the power of soft instruments in protecting the nation."

According to Louis, "When you get thought leaders together to share their perspectives, everybody comes away with a more sophisticated and complete view of the issue you're confronting. That's true whether it's defining a threat as we did in the first symposium or defining a response to that threat as we did in the second."

For more information on symposium speakers, visit <http://www.caci.com/ast2.shtml>.

... and Balancing That Power

by Keith Gamboa

In his address at the CACI-USNI Symposium on Applying and Enhancing Soft Power, Dr. Jack London, CACI Executive Chairman, defined the concept of soft power as “the ability to achieve desired outcomes through attraction rather than coercion.”

In his remarks, Dr. London noted that “while hard power utilizes weaponry, machinery, and monetary means, soft power uses culture, values, and foreign policies. For example, freedom, opportunity, and tolerance are all sources of America’s soft power.”

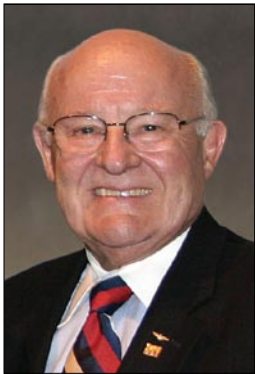
He cautions, however, that soft power alone can’t solve all our problems. A judicious balance of hard and soft power is essential to defeating asymmetric threats. Finding this balance is key to an integrated national response strategy.

There needs to be a broad-based understanding that our nation must be



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The success of soft power rests upon its ability to achieve desired outcomes through attraction rather than coercion.



CACI Executive Chairman Dr. Jack London helped kick off the second Asymmetric Threat Symposium with an examination of the role of soft power combined with military strength.

prepared to deal with more than outright terror tactics such as the weaponized aircraft of 9/11, improvised explosive devices, or even armed individuals.

As recent events have shown, countries and groups have many options when motivated by agendas contrary to our nation’s best interests. Energy policies can be modified and resources can be constricted to gain international leverage and harm our economy. Propaganda campaigns can emphasize negative aspects of our society rather than our positive qualities and values. Illegal drugs

can be smuggled across our borders and cyber attacks can harm our information networks. The possibilities are limited only by the imaginations of our enemies.

What can we do counter these non-military threats? As Dr. London points out, “There are many worthy questions and challenges to consider. I believe the subject of soft power, and how one might effectively implement the concept, is both timely, urgent, and of major national concern.”

Finding the right balance between hard and soft power is critical to creating an integrated national response strategy for dealing with asymmetric threats.

When our nation can develop infrastructure, build roads and schools, and dig wells in places like Afghanistan, what

we’re really doing is helping a majority of the good and decent people living there build a secure future.

Roger Barnett of the Naval War College, author of the seminal book *Asymmetrical Warfare: Today’s Challenges to U.S. Military Power*, gives added credence to this thinking.

Barnett recently pointed out that to win the hearts and minds of the populace, “we must make the ordinary folks feel secure. If they feel secure, they will not resist. It is that simple, and has always been that simple, but we had to learn it the hard way.”

CACI’s organization of these conferences, in coordination with our respected partners, expands national and global thinking, promotes new approaches for solving 21st century problems, and continues our service in support of America’s highest national priorities.

The text of Dr. London’s speech is available at http://www.caci.com/speeches/jpl_ASYMM_10-21-08_speech.shtml.

CACI's Symposia

By Michael Pino

CACI initiated the first symposium on dealing with today's asymmetric threat in May 2008. Co-sponsored by the National Defense University, this event laid the groundwork for a dialogue on developing a new, integrated national strategy to counter asymmetric threats.

The white paper that grew out of the results of the first symposium defined these threats and suggested areas that should be considered as part of a new "grand strategy" integrated response to asymmetric terrorist threats.

Asymmetric Warfare

At its most basic level, asymmetric threat or warfare refers to conflicts in which combatants' relative military power differs considerably.

This is the case today, as our nation and the world face adversaries who employ unconventional weapons such as improvised explosive devices, and who feed upon economic and social instability, international crime, natural disasters, and global competition for jobs, energy, medical care, food, and water resources.

Our symposia recognize that a successful response to the broad nature of these threats requires augmenting America's military might with carefully crafted partnerships across a wide range of disciplines, including communications, law enforcement, business, and academia — and wielding soft power.

The Soft Power Symposium

The second symposium, held in October and co-sponsored by the U.S. Naval Institute (USNI), focused on optimizing America's ability to integrate, apply, and sustain soft power capabilities against asymmetric threats.

Our third and final symposium in this series, scheduled for March 2009, com-

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The results of the Symposium on Applying and Enhancing Soft Power indicate that only by combining hard and soft power — what some call "smart power" — can we achieve lasting peace and security.

pletes the picture by exploring how soft power and hard power can be integrated and applied in ways that enhance the effects of both — a combination that some have dubbed "smart power."

"The war on terrorism is a multi-generational challenge," CACI President and Chief Executive Officer Paul Cofoni says. "The more we do today, the more secure the future will be for our children. We have to act now to address every emerging threat."

As Dr. London said at the second symposium, "When we met on May 8th ... we discussed the need for an integrated national asymmetric threat strategy. In August, we released our report from that session. And it has already become part of the national security dialogue. Our goal today and going forward is to further that dialogue."

The white paper on the recommendations from the first

symposium is also available on our website, www.caci.com. Look for more news soon on the next symposium in March 2009.



GRAPHIC BY STAN POZATEK

Recommendations from the first Asymmetric Threat Symposium identified critical areas of both soft and hard power that had to be included as part of a "grand national strategy."