

**From:** (b)(6)  
**To:** CMC INVITES  
**Cc:** (b)(6) (b)(6) (b)(6) [St. Onge, CIV, Julie A](#)  
**Subject:** 17OCT18 INVITE - GUEST SPEAKER  
**Date:** Monday, July 23, 2018 7:52:04 AM

---

Please add to the portal as a Regret, Send Rep - CMC recommends LtGen Dana or LtGen O'Donohue...

(b)(6) - CMC received this directly and has exchanged a couple emails already.

Semper Fidelis,

(b)(6)

Office of the Commandant  
Headquarters U.S. Marine Corps  
3000 Marine Corps Pentagon, Suite 4E742  
Washington DC 20350-3000

---

On Jul 21, 2018, at 14:06, (b)(6) <[\(mailto:\(b\)\(6\)\)](mailto:(b)(6))> wrote:

Sir, I'd be personally honored if you'd agree to keynote the 11th Asymmetric Threats Symposium CACI is co-sponsoring with the Institute for the Study of War, the Center for Security Policy, and the Mitchell Institute. It's on October 17, 2018 <x-apple-data-detectors://28>, at the Valo Center in Tysons Corner. Ideally, you'd be the first speaker at 0910-1000, but of course, I'd be most grateful for an hour of your time whenever it works with your schedule.

Topic this year is: Solutions and Innovations to Defeat Asymmetric Threats—an area where our USMC has been indisputably blazing a new trail under your leadership. Last October, we had CNO Richardson and VCSAF Wilson as key-note speakers. Your readiness to share your views with us this year would be an amazing capstone.

The Symposium is a WAG, non-profit, non-partisan, and non-attribution. The audience is about 200 guests from the military, USG, industry, and academe. No media and Chatham House Rules are in effect.

I will, of course, work details with your designated POC, but wanted to reach out informally and get a vertical nod from you first. PLEASE say yes!!! Semper Fi and hugs to (b)(6) VR, (b)(6)

(b)(6)

Sent from my iPhone

**From:** (b)(6)  
**To:** (b)(6)  
**Subject:** CMC Rep Request - 17 Oct 2018 - 11th Asymmetric Threats Symposium  
**Date:** Friday, August 3, 2018 3:36:56 PM  
**Attachments:** [17OCT18 INVITE - GUEST SPEAKER.pdf](#)

---

Good Afternoon Sir,

The Commandant of the Marine Corps has regretted the subject listed event (invitation attached) and has directed that a representative be sent in his stead. Can you please look at the availability for LtGen O'Donohue to serve as the CMC Rep for this event? CMC recommended him for this engagement.

The invitation is from Dr. (b)(6) who provides more detail on the event in the below email.

Respectfully submitted,

(b)(6)

> -----Original Message-----

> From: (b)(6) US [mailto:(b)(6)]

> Sent: Thursday, July 26, 2018 11:08 PM

> To: (b)(6); (b)(6)

> (b)(6) <(b)(6)@me.com>

> Subject: Re: [Non-DoD Source] Re: Invitation

> (b)(6) many thanks for taking this mission on. I am copying (b)(6) (b)(6) who is the Symposium Program Manager. He will answer all your questions in full detail.

> Let me take the opening shot. I am Dr. (b)(6) Senior Vice President and Corporate Strategic Advisor at CACI International Inc. (b)(5) (b)(5)

> The event I have asked General Neller to key note is the Asymmetric Threat Symposium, sponsored jointly by CACI, the Institute for the Study of War, the Mitchell Institute for Aerospace Studies, and the Center for Security Policy, on October 17, 2018, 0800-1330 at Valo Park, in Tysons Corner, VA. The entire leadership of the sponsoring organizations will be present for the event, to include the CEOs, Chairmen of the Board, and select Board Members. This will include several retired Generals, Lieutenant Generals, Major Generals, and civilian equivalents (SES/SIS).

> The Symposium is a pro-bono, apolitical event, designed to promote the public discourse on issues central to US national security interests. This is

the 11th such event we are cosponsoring. The series was initiated in 2008 by CACI's Executive Chairman and Chairman of the Board, Dr Jack London whom General Neller knows well. The theme this year is Innovations and Solutions to Defeat Asymmetric Threats.

>  
> The Symposium is conducted under the Chatham House Rule of non attribution. There are no media present, no fund raising of any type, and no cost whatsoever to attend. The event is considered a Widely Attended Gathering (WAG). The audience is about 200 guests from the military, USG, academe, and industry. We traditionally extend invitations to local Wounded Warriors Transition Units and accredited Five Eyes GOs.

>  
> My intent was to have the Commandant serve as the opening key note, speaking in the 0900-1000 time slot. The only other confirmed GO speaker at this point is LtGen VeraLinn (Dash) Veralynn Jamison, USAF, Deputy Chief of Staff for Intelligence, Surveillance and Reconnaissance (A-2). We haven't slated her yet, leaving us some flexibility to accommodate the CMC's representative's schedule. We will, of course, keep you updated as our speaker lineup firms up. Last year's keynotes included the CNO and the VCSAF, the Director of the Counter Terrorism Center, as well as several Joint Staff and Services representatives at the 3 star level.

>  
> I truly appreciate your assistance. (b)(6) will email you  
> additional details ASAP, as well as his physical address. My contact  
> data below. Thank you and Semper Fi, (b)(6)

>  
>  
>  
>  
> Dr (b)(6)

>  
> Senior Vice President  
>  
> Corporate Strategic Advisor  
>  
> CACI, 1100 N. Glebe Rd, Arlington VA 22201  
> <x-apple-data-detectors://0/1>

> (b)(6) <mailto:(b)(6)>  
>  
> office: (b)(6) <tel:(b)(6)>  
>  
> cell: (b)(6) <tel:(b)(6)>

>  
>  
>  
> -----Original Message-----

>  
> From: (b)(6) [mailto:(b)(6)]

>  
> Sent: Monday, July 23, 2018 1:03 PM

>  
> To: (b)(6)  
> (b)(6)

>

>  
> Cc: E (b)(6)  
> (b)(6)

> Subject: Re: [Non-DoD Source] Re: Invitation

> Gosh, I hate it when the computer thinks it's smarter than me. DOLF,  
> my sincere apologies for the new take on your call-sign. Really  
> appreciate your and Christie's efforts. SF, (b)(6)

> On Mon, Jul 23, 2018 at 10:26 AM, (b)(6) <(b)(6)>  
> <mailto:(b)(6)> > <mailto:(b)(6)> > wrote:

> (b)(6) really sorry the Commandant isn't available. Assuming the ACMC  
> might be confirmed by Oct 17, he'd be, of course, absolutely awesome.  
> Appreciate your assistance. SF, (b)(6)

> Dr (b)(6)

> Sent from my iPhone

> On Jul 23, 2018, at 9:55 AM, (b)(6)  
> (b)(6)







**From:** (b)(6)  
**To:** (b)(6)  
**Cc:** (b)(6)  
**Subject:** FW: (U) [Non-DoD Source] Re: Asymmetric Threat Symposium - Two Items  
**Date:** Monday, September 17, 2018 1:29:26 PM  
**Attachments:** [ASYMM XI Agenda FD V1.pdf](#)

---

CLASSIFICATION: UNCLASSIFIED

(b)(6) here's the POC for the Asymmetric Threat Symposium. They are looking for an agenda title.

V/R,

(b)(6)

CLASSIFICATION: UNCLASSIFIED

**From:** (b)(6) <(b)(6)>  
**Sent:** Monday, September 17, 2018 9:35 AM  
**To:** (b)(6) JS J7 (US) <(b)(6)>  
**Subject:** [Non-DoD Source] Re: Asymmetric Threat Symposium - Two Items

LTC (b)(6)

Good morning,

Two items:

1. Request a title for LTG O'Donahue's Keynote remarks. If possible I would like to get this later this week.
2. Below is a draft of the agenda as of 11 Sept. I also attached a PDF file of the draft agenda. Listed are all of the speakers and panelists. I also listed who I have asked to do the introductions of individual Keynotes.

**ASYMMETRIC THREAT SYMPOSIUM XI, 17 OCT 2018**

**VALO CENTER, TYSONS CORNER**

*"Solutions and Innovations for Defeating Asymmetric Threats"*

**8:00 to 8:05AM** - Administrative Remarks and Welcome – Event Moderator (b)(6)

**8:05 to 8:20AM** - Introduction and Framing - **Dr. London**

**8:20 to 9:10AM** - **Keynote #1** - Lt Gen VeraLinn Jamieson, USAF DCS - ISR (*Slot Confirmed*)  
- *Introduced by Dr.* (b)(6)

**9:10 to 10:00AM** - **Keynote #2** - LTG Daniel O'Donahue, USMC, Joint Staff J-7 (*Slot Confirmed*)  
- *Introduced by LTG (Ret) James Dubik ISW*

**BREAK (20 Minutes)**

**10:20 to 11:10AM - Keynote #3 - Anne Neuberger, NSA, Senior Advisor to the Director of NSA**  
*(Slot Confirmed) - Introduced by Frank Gaffney CSP*

**11:10 to Noon - Keynote #4 - Lt Gen David Thompson, Vice Commander USAF Space Command**  
*(Slot Confirmed) - Introduced by Lt Gen David Deptula Mitchell Institute*

**BREAK (25 Minutes)**

**12:25 to 1:15PM - Keynote #5 - LTG Michael Nagata, NCTC** *(Slot Confirmed) - Introduced by*  
*(b)(6)*

**1:15 to 2:25PM - Partner Panel "Asymmetric Threats of the Future" - Frank Gaffney, LTG (Ret)**  
Dubik, Lt Gen (Ret) Deptula, Dr. *(b)(6)* with **Panel Moderator VADM (Ret) Jake Jacoby** - *(All*  
*Confirmed) Called to the stage by the Event Moderator*

**2:25 to 2:30PM - Closing Administrative Remarks – Event Moderator** *(b)(6)*

Thank you

*(b)(6)*

*(b)(6)*

Program Manager and Moderator Asymmetric Threat Symposium XI

*(b)(6)*

On Sep 6, 2018, at 2:12 PM, *(b)(6)* <*(b)(6)*>  
wrote:

LTC *(b)(6)*

Good Afternoon.

I would like to get LTG O'Donohue's time slot set for the symposium on 17 Oct.

Could he make his presentation from **9:10AM to 10:00PM**? Keynote time slots are 50  
minutes with a goal of about a 30 to 35 minute presentation with 15 to 20 minutes of Q&A.

Let me know as soon as you can if this time works as I want to get LTG O'Donohue's time  
slot locked in before I start locking in the adjoining time slots for the event.

Also will any others be accompanying him so I can have badges ready, etc.?

Thank you.

*(b)(6)*

Program Manager and Moderator for Asymmetric Threat Symposium XI

*(b)(6)*



ASYMMETRIC THREAT SYMPOSIUM XI, 17 OCT 2018  
VALO CENTER, TYSONS CORNER

***“Solutions and Innovations for Defeating Asymmetric Threats”***

**8:00 to 8:05AM** - Administrative Remarks and Welcome – Event Moderator (b)(6)  
(b)(6)

**8:05 to 8:20AM** - Introduction and Framing - **Dr. London**

**8:20 to 9:10AM** - Keynote #1 - **Lt Gen VeraLinn Jamieson**, USAF DCS - ISR (Slot Confirmed) - **Introduced by Dr.** (b)(6)

**9:10 to 10:00AM** - Keynote #2 - **LTG Daniel O’Donahue**, USMC, Joint Staff J-7 (Slot Confirmed) - **Introduced by LTG (Ret) James Dubik ISW**

***BREAK (20 Minutes)***

**10:20 to 11:10AM** - Keynote #3 - **Anne Neuberger**, NSA, Senior Advisor to the Director of NSA (Slot Confirmed) - **Introduced by Frank Gaffney CSP**

**11:10 to Noon** - Keynote #4 - **Lt Gen David Thompson**, Vice Commander USAF Space Command (Slot Confirmed) - **Introduced by Lt Gen David Deptula Mitchell Institute**

***BREAK (25 Minutes)***

**12:25 to 1:15PM** - Keynote #5 - **LTG Michael Nagata**, NCTC (Slot Confirmed) - **Introduced by** (b)(6)

**1:15 to 2:25PM** - Partner Panel ***“Asymmetric Threats of the Future”*** - **Frank Gaffney**, **LTG (Ret) Dubik**, **Lt Gen (Ret) Deptula**, **Dr.** (b)(6) with **Panel Moderator VADM (Ret) Jake Jacoby** - (All Confirmed) **Called to the stage by the Event Moderator**

**2:25 to 2:30PM** - Closing Administrative Remarks – Event Moderator (b)(6)

**From:** (b)(6)  
**To:** (b)(6)  
**Subject:** [Non-DoD Source] Re: AT Symposium  
**Date:** Monday, September 24, 2018 2:11:29 PM

---

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

Mr. (b)(6)

Good afternoon. I left you a voice mail proposing we discuss your the framing of this year's symposium.

Here is an overview used to frame the topic.

### *Solutions and Innovations for Defeating Asymmetric Threats*

The eleventh symposium in the Asymmetric Threat symposia series addresses solutions and innovations to deter war and protect the nation and its allies from threats that are expanded in complexity, sophistication, deniability, damage, and lethality. The current *National Security Strategy* and *National Defense Strategy* reflect the primary concern in U.S. national security is inter-state strategic competition, not terrorism. Technology is also changing the character of war and inter-state competitive strategies.

The revisionist powers China and Russia and rogue regimes such as Iran and North Korea are competing across all dimensions of power. Per the *National Defense Strategy*: "They have increased efforts short of armed conflict by expanding coercion to new fronts, violating principals of sovereignty, exploiting ambiguity, and deliberately blurring the lines between civil and military goals." The homeland is no longer a sanctuary from such efforts and actions.

Symposium XI will address the policies, authorities, processes, technologies, tactics, and strategic approaches – required to safeguard America's interests against the spectrum of threats from revisionist powers and rogue states. "The U.S. is engaged in "a long-term strategic competition" that "requires the seamless integration of multiple elements of national power – diplomacy, information, economics, finance, intelligence, law enforcement, and military." What will it take to achieve the strategic approach outlined in the *National Defense Strategy*?

Time is not on America's side. The U.S. must do new things, and do them faster, or fall behind. The ability to rapidly harness the nation's talent, resources, ingenuity, will, and determination is – as it has always been – the key to victory.

(b)(6)

Program Manager and Moderator Asymmetric Threat Symposium XI

(b)(6)

On Sep 24, 2018, at 12:21 PM,

(b)(6)

(b)(6)

< Caution-mailto:(b)(6)

>>

wrote:

Mr. (b)(6)

I was told you are the Symposium Program Manager. I'm assisting my organization to prepare LtGen O'Donohue for this event. Understand this years' theme, is "Innovations and Solutions to Defeat Asymmetric Threats" which there are a wide potential of avenues WRT to the topic. In order to narrow his speaking scope, is there any more information that frame's this symposium's issue?

Thanks.

(b)(6)

Deputy Chief, Director's Action Group

IS/I-7/Pentagon

(b)(6)



**From:** (b)(6)  
**To:** O'Donohue, Daniel J LtGen USMC JS J7 (US)  
**Cc:** (b)(6); (b)(6)  
**Subject:** RE: Speaking Event  
**Date:** Friday, September 28, 2018 1:32:21 PM

---

Sir,  
Acknowledge  
I have the team working this action. Thank you for the additional refining guidance.  
(b)(6) is my lead and has been working this to a degree already.

V/r  
(b)(6)  
COL, USA  
Chief, Director's Action Group  
Joint Staff, J7, Pentagon 2D749A  
Com'l (b)(6)

-----Original Message-----

**From:** O'Donohue, Daniel J LtGen USMC JS J7 (US)  
**Sent:** Friday, September 28, 2018 10:28 AM  
**To:** (b)(6) (US); (b)(6); (b)(6)  
(b) COL USARMY JS J7 (US) <(b)(6)>  
**Cc:** (b)(6) (US); (b)(6)  
**Subject:** RE: Speaking Event

(b)(6)

The 17 Oct is coming quickly.

Can I get some help:

- Conference agenda and schedule
- Participants
- What do they want me to address? For how long? Is there Q&A?
- Relevant background reading to include especially the competitive area studies. (I need to know them cold.)
- Understanding of CAPE's work.
- STRATCOM's work.
- Relevant CJCS GIO comments in speeches (can the CAG help?) I do not want to get ahead of CJCS.

A sentence outline for the pitch.

The bottom line: I like to gather a broad array of info then narrow into a speech.

The thesis: We require a new American way of war based on global integration

Thanks.

S/F

DJO

-----Original Message-----

**From:** (b)(6) (US)  
**Sent:** Friday, September 28, 2018 7:50 AM

To: O'Donohue, Daniel J LtGen USMC JS J7 (US) <(b)(6)>  
Subject: RE: Speaking Event

17 Oct (Wed), 0910 - 1000, 11th Asymmetric Threats Symposium, Valo Center in Tyson Corner.

1 Nov (Thur), 1800, MCIA Ball, Marine Corps Museum.

(b)(6)

-----Original Message-----

From: O'Donohue, Daniel J LtGen USMC JS J7 (US)

Sent: Friday, September 28, 2018 6:04 AM

To: (b)(6) (US) <(b)(6)>

Cc: (b)(6) (US) <(b)(6)>

Subject: Speaking Event

(b)(6) I remember a speaking event the USMC wanted me to take in Oct. When and what is it?

Thanks.

S/F

DJO



**From:** (b)(6)  
**To:** (b)(6)  
**Subject:** RE: [Non-DoD Source] AT Symposium  
**Date:** Friday, October 5, 2018 10:07:30 AM

---

(b)(6)

Understand. I've told my boss, who will with LtGen O'Donohue off and on today, the #1 priority is getting his OK on the title for you. Will let you know.

Apologies for the delay

(b)(6)

(b)(6)

Deputy Chief, Director's Action Group

JS/J-7/Pentagon

(b)(6)

**From:** (b)(6) <(b)(6)>  
**Sent:** Wednesday, October 3, 2018 3:42 PM  
**To:** (b)(6) <(b)(6)>  
**Subject:** Re: [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Good afternoon.

We are getting ready to print the event programs.

I wanted to see if Lt Gen O'Donohue's initial theme is: "We require a new American way of war based on global integration" can now be considered the final theme.

Thank you

(b)(6)

On Oct 1, 2018, at 8:58 AM, (b)(6) <(b)(6)>  
<(b)(6)> <Caution-mailto:(b)(6)> >  
wrote:

Thanks much!

(b)(6)

**From:** (b)(6) <mailto:(b)(6)> <Caution-  
mailto:(b)(6)>  
**Sent:** Sunday, September 30, 2018 7:35 PM  
**To:** (b)(6) <mailto:(b)(6)> <Caution-  
mailto:(b)(6)>  
**Subject:** Re: [Non-DoD Source] Re: AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Good evening.

Here is some information to both answer your questions and provide you some additional planning information.

The initial theme you named is very good. I do not know of any of the other keynotes addressing this theme.

Event Information:

The auditorium holds 290. As of 29 Sept I have processed and accepted 260 individuals. So by 17 October we will clearly have a full house, particularly in the morning.

The audience accepted to date is Defense and National Security focused based on the following approximate background

- 24% Federal Government. Predominately from DoD, the Armed services, and DoD related intelligence organizations. A few from DHS, DOJ, "the Hill staffers", and local governments.

- 8% Educational Institute related

- 62% Industry, Associations, and Think Tanks

- 6% Non affiliated to include retirees from government, again primarily

DoD and the Armed Services

No Media

Chatham House Rule

Uniform: Class A Service Uniform has been the preferred uniform through the years

Keynote Time Block: 50 minutes

- 30-35 minutes desired speaking time

- 15-20 minutes desired time for Q&A
- Questions are moderated by the event moderator. Audience questions are submitted on question cards to the moderator. The moderators selects the better of the questions and asks them to the keynote. Once the keynote finishes answering a question the moderator will ask an additional questions. The moderator will also help track the time and usually say to the keynote we have time for one more question. Usually the Q&A block allows handling 5 to 8 questions.

Timer: There is a timer in the front of the auditorium to aid the Keynote Speaker

Microphone setup: lavalier clip-on, handheld, and podium microphones are available. When you arrive, we will have one of the audio visual staff members at the back off the auditorium to install and test the microphone for any speaker wishing to walk around.

Podium Setup: Facing the audience there is an adjustable podium with a podium light on the right side.

Water and Beverages: At the podium there will be cold bottled water and cold containers of Diet Coke

(b)(6)

Program Moderator and Event Moderator  
Asymmetric Threat Symposium XI

(b)(6)

On Sep 30, 2018, at 9:00 AM, (b)(6)  
<(b)(6)> < Caution-  
mailto:(b)(6)> < Caution-Caution-  
mailto:(b)(6)> < Caution-  
mailto:(b)(6)> > > wrote:

Apologies for the “never ending” questions but he wants to be fully prepared and he now is focusing thoughts on his talk. LtGen O’Donohue’s initial theme is: “We require a new American way of war based on global integration.” Do you know if anyone else is addressing this? Lastly, I’ve got the list of other speakers, but how would you categorize (make up) the rest of the audience (the 200is)?

Thanks  
(b)(6)

From: (b)(6)  
Sent: Friday, September 28, 2018 2:07 PM  
To: (b)(6) <(b)(6)> < Caution-  
mailto:(b)(6)> < Caution-Caution-  
mailto:(b)(6)> < Caution-  
mailto:(b)(6)> >  
Subject: RE: [Non-DoD Source] Re: AT Symposium

Thanks for the phone call and info. Few more questions; I see LtGen



O'Donohue for 50 minutes. Does that include a Q&A? Is there any online documents in prep for this event? Lastly, please send me the VIP list when you can even if it is still in flux

Thanks

(b)(6)

Deputy Chief, Director's Action Group

JS/1-7/Pentagon

(b)(6)

From: (b)(6) <(b)(6)> <Caution-mailto:(b)(6)> <Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> >>  
Sent: Monday, September 24, 2018 2:11 PM  
To: (b)(6) <(b)(6)> <Caution-mailto:(b)(6)> <Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> >>  
Subject: [Non-DoD Source] Re: AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

Mr. (b)(6)

Good afternoon. I left you a voice mail proposing we discuss your the framing of this year's symposium.

Here is an overview used to frame the topic.

Solutions and Innovations for Defeating Asymmetric Threats  
The eleventh symposium in the Asymmetric Threat symposia series addresses solutions and innovations to deter war and protect the nation and its allies from threats that are expanded in complexity, sophistication, deniability, damage, and lethality. The current National Security Strategy and National Defense Strategy reflect the primary concern in U.S. national security is inter-state strategic competition, not terrorism. Technology is also changing the character of war and inter-state competitive strategies. The revisionist powers China and Russia and rogue regimes such as Iran and North Korea are competing across all dimensions of power. Per the National Defense Strategy: "They have increased efforts short

of armed conflict by expanding coercion to new fronts, violating principals of sovereignty, exploiting ambiguity, and deliberately blurring the lines between civil and military goals." The homeland is no longer a sanctuary from such efforts and actions.

Symposium XI will address the policies, authorities, processes, technologies, tactics, and strategic approaches – required to safeguard America's interests against the spectrum of threats from revisionist powers and rogue states. "The U.S. is engaged in "a long-term strategic competition" that "requires the seamless integration of multiple elements of national power – diplomacy, information, economics, finance, intelligence, law enforcement, and military." What will it take to achieve the strategic approach outlined in the National Defense Strategy?

Time is not on America's side. The U.S. must do new things, and do them faster, or fall behind. The ability to rapidly harness the nation's talent, resources, ingenuity, will, and determination is – as it has always been – the key to victory.

(b)(6)

Program Manager and Moderator Asymmetric Threat Symposium XI

(b)(6)

On Sep 24, 2018, at 12:21 PM, (b)(6)

< (b)(6) < Caution-

mailto:(b)(6) > < Caution-Caution-

mailto: < Caution-

mailto: > > < Caution-Caution-Caution-

mailto: < Caution-

mailto: > < Caution-Caution-

mailto: < Caution-

mailto: > > > wrote:

Mr. (b)(6)

I was told you are the Symposium Program Manager. I'm assisting my organization to prepare LtGen O'Donohue for this event.

Understand this year's theme, is "Innovations and Solutions to Defeat Asymmetric Threats" which there are a wide potential of avenues WRT to the topic. In order to narrow his speaking scope, is there any more information that frames this symposium's issue?

Thanks.

(b)(6)

Deputy Chief, Director's Action Group

IS/I-7/Pentagon

(b)(6)



CLASSIFICATION: UNCLASSIFIED

(b)(6)

Slides attached. He is still "thinking" his speech so these are not in concrete. Also, he will have someone along to help facilitate his arrival and presentation. Let me know if that will be an issue.

Thanks

(b)(6)

Deputy Chief, Director's Action Group  
JS/J-7/Pentagon

(b)(6)

CLASSIFICATION: UNCLASSIFIED

**From:** (b)(6)  
**Sent:** Tuesday, October 9, 2018 9:44 PM  
**To:** (b)(6) >  
**Subject:** Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6) Thank you.

(b)(6)

On Oct 9, 2018, at 2:44 PM, (b)(6)  
<(b)(6) <Caution-mailto:(b)(6)>> wrote:

CLASSIFICATION: UNCLASSIFIED

Working to get slides. The attached has his name wrong so not sure if this is what all other things are based. [LtGen Daniel J. O'Donohue, USMC]

Thanks

(b)(6)

CLASSIFICATION: UNCLASSIFIED

**From:** (b)(6) <Caution-mailto:(b)(6)>  
**Sent:** Friday, October 5, 2018 5:15 PM  
**To:** (b)(6) <(b)(6)> <Caution-mailto:(b)(6)>  
**Subject:** Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Thank you. A good topic that is excellent for the symposium.

Can you get the slides to me by COB Thursday? Also let me know what procedure you want to use to get me the slides.

Here is some information about slides and the auditorium. Let me know if you need more

**Optimal Format:** The Projection Screen is both large and wide so slides look best in the Power Point Wide Screen Mode (13.33 inches width x 7.5 inches height). No matter what we will make sure it looks good on the screen.

**Video/Audio Files:** Any animations, videos or audio files should be embedded and contained within the PowerPoint presentation file. Please do not use any YouTube, Vimeo, or other external video links.

**Slide Advancement:** If General O'Donohue wants to advance his own slides, there will be a hand-held remote control located at the podium. The AV staff in the auditorium will also be available to advance slides for General O'Donohue from the back of the auditorium.

**Confidence Monitor:** A confidence monitor will be located in front of the stage that General O'Donohue can readily view to confirm that the correct slide is up.

Best of the Weekend. Again thank you.

(b)(6)

Program Manager and Event Moderator Asymmetric Threat Symposium XI

(b)(6)

On Oct 5, 2018, at 4:43 PM, (b)(6) <(b)(6)> < Caution-mailto:(b)(6)> < Caution-mailto:(b)(6)> < Caution-mailto:(b)(6)> > > wrote:

CLASSIFICATION: UNCLASSIFIED

- The title is: Global Integrated Operations, "A New American Way of War"

- LtGen O'Donohue would like to use slides. Is that possible and if so, what is your cutoff to have them to you?

Thanks

(b)(6)

Deputy Chief, Director's Action Group  
JS/J-7/Pentagon

(b)(6)

CLASSIFICATION: UNCLASSIFIED

**From:** (b)(6) <(b)(6)> < Caution-mailto:(b)(6)> < Caution-Caution-mailto:(b)(6)> < Caution-mailto:(b)(6)> > >  
**Sent:** Wednesday, October 3, 2018 3:42 PM  
**To:** (b)(6) <(b)(6)> < Caution-mailto:(b)(6)> < Caution-Caution-mailto:(b)(6)> < Caution-mailto:(b)(6)> > >  
**Subject:** Re: [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Good afternoon.

We are getting ready to print the event programs.

I wanted to see if Lt Gen O'Donohue's initial theme is: "We require a new American way of war based on global integration" can now be considered the final theme.

Thank you

(b)(6)

On Oct 1, 2018, at 8:58 AM, (b)(6) <(b)(6)>  
> wrote:

Thanks much!

(b)(6)

From: (b)(6) <(b)(6)>

> > >

Sent: Sunday, September 30, 2018 7:35 PM

To: (b)(6) (US) <(b)(6)> <

>

Subject: Re: [Non-DoD Source] Re: AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Good evening.

Here is some information to both answer your questions and provide you some additional planning information.

The initial theme you named is very good. I do not know of any of the other keynotes addressing this theme.

Event Information:

The auditorium holds 290. As of 29 Sept I have processed and accepted 260 individuals. So by 17 October we will clearly have a full house, particularly in the morning.

The audience accepted to date is Defense and National Security focused based on the following approximate background



• 24% Federal Government. Predominately from DoD, the Armed services, and DoD related intelligence organizations. A few from DHS, DOJ, "the Hill staffers", and local governments.

• 8% Educational Institute related

• 62% Industry, Associations, and Think Tanks

• 6% Non affiliated to include retirees from government, again primarily DoD and the Armed

Services

No Media

Chatham House Rule

Uniform: Class A Service Uniform has been the preferred uniform through the years

Keynote Time Block: 50 minutes

- 30-35 minutes desired speaking time
- 15-20 minutes desired time for Q&A
- Questions are moderated by the event moderator. Audience questions are submitted on question cards to the moderator. The moderators selects the better of the questions and asks them to the keynote. Once the keynote finishes answering a question the moderator will ask an additional questions. The moderator will also help track the time and usually say to the keynote we have time for one more question. Usually the Q&A block allows handling 5 to 8 questions.

Timer: There is a timer in the front of the auditorium to aid the Keynote Speaker

Microphone setup: lavalier clip-on, handheld, and podium microphones are available. When you arrive, we will have one of the audio visual staff members at the back off the auditorium to install and test the microphone for any speaker wishing to walk around.

Podium Setup: Facing the audience there is an adjustable podium with a podium light on the right side.

Water and Beverages: At the podium there will be cold bottled water and cold containers of Diet Coke

(b)(6)

Program Moderator and Event Moderator

Asymmetric Threat Symposium XI

(b)(6)

On Sep 30, 2018, at 9:00 AM, (b)(6) (US) <(b)(6) <

> > > wrote:

Apologies for the "never ending" questions but he wants to be fully prepared and he now is focusing thoughts on his talk. LtGen O'Donohue's initial theme is: "We require a new American way of war based on global integration." Do you know if anyone else is addressing this? Lastly, I've got the list of other speakers, but how would you categorize (make up) the rest of the audience (the 200is)?

Thanks

(b)(6)



From: (b)(6)  
Sent: Friday, September 28, 2018 2:07 PM  
To: (b)(6) <(b)(6)>

> > > >

Subject: RE: [Non-DoD Source] Re: AT Symposium

Thanks for the phone call and info. Few more questions: I see LtGen O'Donohue for 50 minutes. Does that include a Q&A? Is there any online documents in prep for this event? Lastly, please send me the VIP list when you can even if it is still in flux

Thanks

(b)(6)

Deputy Chief, Director's Action Group  
JS/J-7/Pentagon

(b)(6)

From: (b)(6) <(b)(6)>

> >

Sent: Monday, September 24, 2018 2:11 PM  
To: (b)(6) <(b)(6)>

> > >

Subject: [Non-DoD Source] Re: AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

Mr. (b)(6)

Good afternoon. I left you a voice mail proposing we discuss your the framing of this year's symposium.

Here is an overview used to frame the topic.

#### Solutions and Innovations for Defeating Asymmetric Threats

The eleventh symposium in the Asymmetric Threat symposia series addresses solutions and innovations to deter war and protect the nation and its allies from threats that are expanded in complexity, sophistication, deniability, damage, and lethality. The current National Security Strategy and National Defense Strategy reflect the primary concern in U.S. national security is inter-state strategic competition, not terrorism. Technology is also changing the character of

war and inter-state competitive strategies.

The revisionist powers China and Russia and rogue regimes such as Iran and North Korea are competing across all dimensions of power. Per the National Defense Strategy: "They have increased efforts short of armed conflict by expanding coercion to new fronts, violating principals of sovereignty, exploiting ambiguity, and deliberately blurring the lines between civil and military goals." The homeland is no longer a sanctuary from such efforts and actions.

Symposium XI will address the policies, authorities, processes, technologies, tactics, and strategic approaches – required to safeguard America's interests against the spectrum of threats from revisionist powers and rogue states. "The U.S. is engaged in "a long-term strategic competition" that "requires the seamless integration of multiple elements of national power – diplomacy, information, economics, finance, intelligence, law enforcement, and military." What will it take to achieve the strategic approach outlined in the National Defense Strategy?

Time is not on America's side. The U.S. must do new things, and do them faster, or fall behind. The ability to rapidly harness the nation's talent, resources, ingenuity, will, and determination is – as it has always been – the key to victory.

(b)(6)

Program Manager and Moderator Asymmetric Threat Symposium XI

(b)(6)

On Sep 24, 2018, at 12:21 PM, (b)(6) (US) <(b)(6)>

>> wrote:

Mr. (b)(6)

I was told you are the Symposium Program Manager. I'm assisting my organization to prepare LtGen O'Donohue for this event. Understand this year's theme, is "Innovations and Solutions to Defeat Asymmetric Threats" which there are a wide potential of avenues WRT to the topic. In order to narrow his speaking scope, is there any more information that frame's this symposium's issue?

Thanks,

(b)(6)

Deputy Chief, Director's Action Group

IS/J-7/Pentagon

(b)(6)

<ASYMM XI Agenda FD VI.pdf>

ASYMMETRIC THREAT SYMPOSIUM XI, 17 OCT 2018  
VALO CENTER, TYSONS CORNER

***“Solutions and Innovations for Defeating Asymmetric Threats”***

**8:00 to 8:05AM** - Administrative Remarks and Welcome – Event Moderator (b)(6)  
(b)(6)

**8:05 to 8:20AM** - Introduction and Framing - Dr. London

**8:20 to 9:10AM** - Keynote #1 - Lt Gen VeraLinn Jamieson, USAF DCS - ISR (Slot Confirmed) - Introduced by Dr. (b)(6)

**9:10 to 10:00AM** - Keynote #2 - LTG Daniel O’Donahue, USMC, Joint Staff J-7 (Slot Confirmed) - Introduced by LTG (Ret) James Dubik ISW

***BREAK (20 Minutes)***

**10:20 to 11:10AM** - Keynote #3 - Anne Neuberger, NSA, Senior Advisor to the Director of NSA (Slot Confirmed) - Introduced by Frank Gaffney CSP

**11:10 to Noon** - Keynote #4 - Lt Gen David Thompson, Vice Commander USAF Space Command (Slot Confirmed) - Introduced by Lt Gen David Deptula Mitchell Institute

***BREAK (25 Minutes)***

**12:25 to 1:15PM** - Keynote #5 - LTG Michael Nagata, NCTC (Slot Confirmed) - Introduced by (b)(6)

**1:15 to 2:25PM** - Partner Panel ***“Asymmetric Threats of the Future”*** - Frank Gaffney, LTG (Ret) Dubik, Lt Gen (Ret) Deptula, Dr. (b)(6) with Panel Moderator VADM (Ret) Jake Jacoby - (All Confirmed) Called to the stage by the Event Moderator

**2:25 to 2:30PM** - Closing Administrative Remarks – Event Moderator (b)(6)



Col (b)(6)

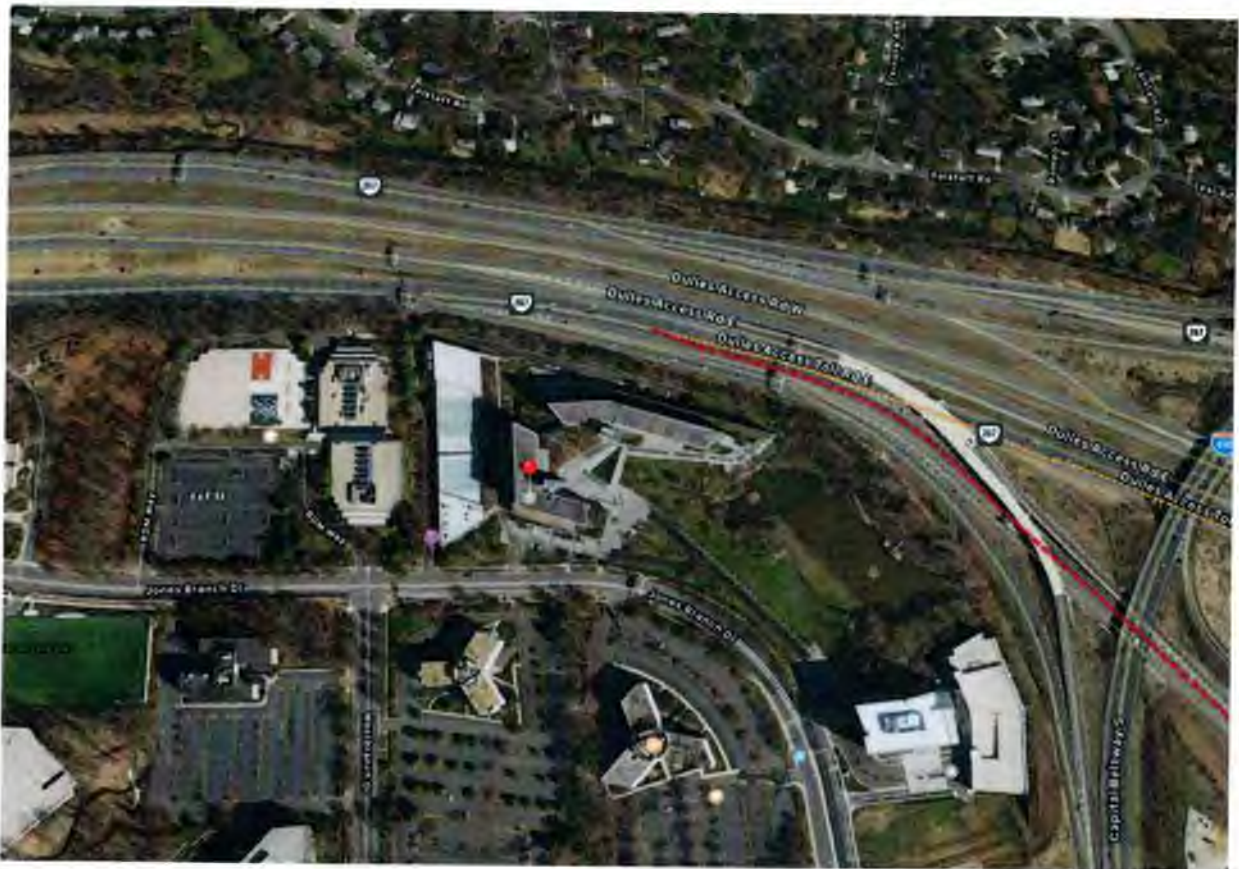
Here is some additional information to help find the parking area. Here are overhead images of the Valo Complex.

The red pin is where the auditorium is located.

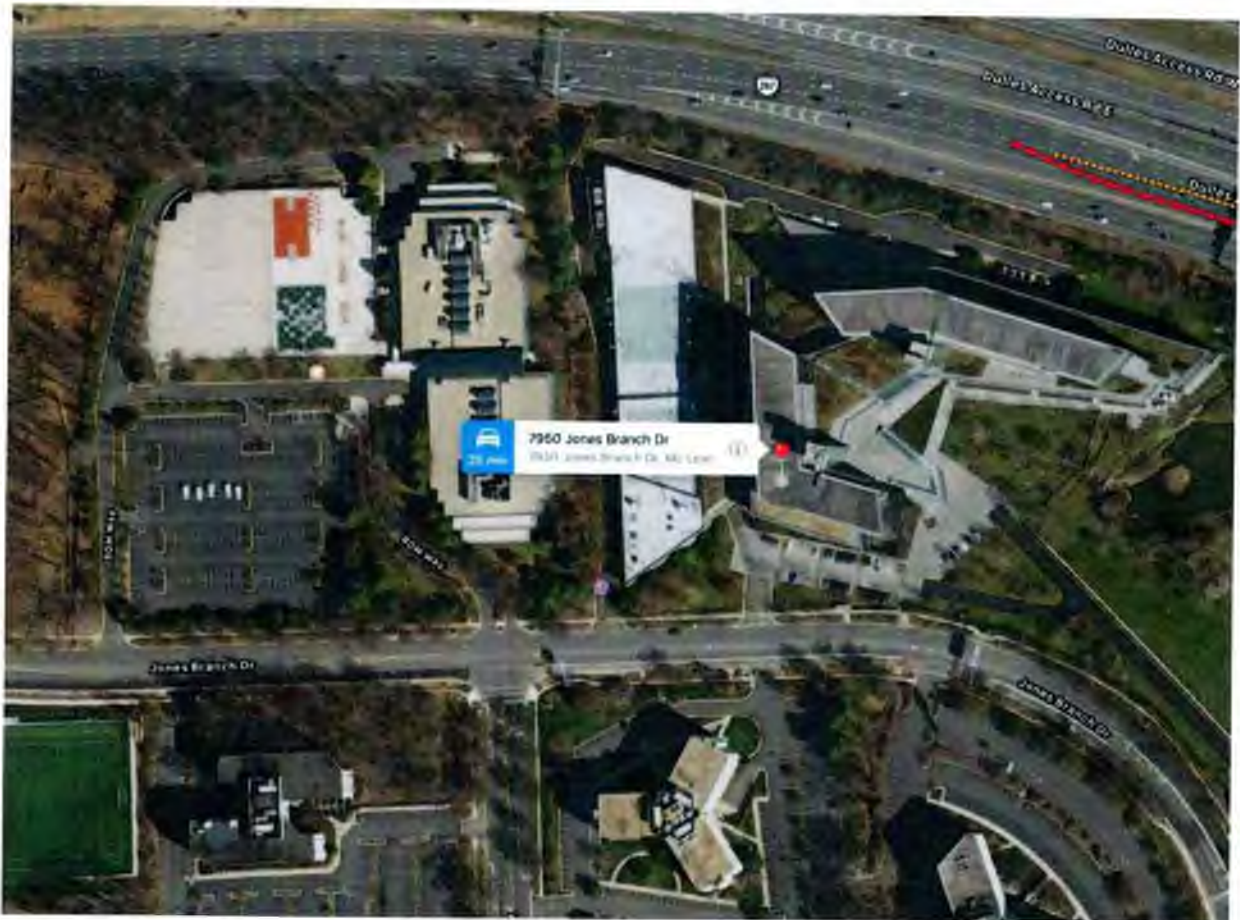
The purple(-ish) pin is the entrance road to the garage that is part of the Valo Park complex.

We will have folks in the garage assisting with parking and will assist with getting the General to the designated and reserved parking space.

There will be signs along the road in front of Valo Park leading to the parking area.







Please let me know if you have any additional questions. I will let you know if there is any additional "tweaks" to the parking arrangement.

I will have diet coke and water at the podium for the speakers.

(b)(6)

Program Manager Asymmetric Threat Symposium XI

(b)(6)

On Oct 15, 2018, at 1:16 PM, (b)(6) <(b)(6)@me.com < Caution-mailto:(b)(6)@me.com >> wrote:

(b)(6)

Good afternoon.

There is "free" parking at the side of the building where the event takes place - VALO Park 7950 Jones Branch Road, McLean VA 22107.

Would like the General there 10 minutes prior to the 9:10 presentation so we can get him set with his microphone.

(b)(6)

Program Manager Asymmetric Threat Symposium XI

(b)(6)

On Oct 15, 2018, at 8:52 AM, (b)(6)  
<(b)(6)> <Caution-mailto:(b)(6)> > wrote:

CLASSIFICATION: UNCLASSIFIED

(b)(6)

LtGen O'Donohue decided to drive from home to the event. Which means COL (b)(6) will have to drive separately. Where can they park? Also, is there a cutoff time you need LtGen O'Donohue there?

Thanks

(b)(6)

Deputy Chief, Director's Action Group

JS/J-7/Pentagon

(b)(6)

CLASSIFICATION: UNCLASSIFIED

From: (b)(6) <(b)(6)> <Caution-mailto:(b)(6)> >

Sent: Friday, October 12, 2018 8:44 AM

To: (b)(6) <(b)(6)> <Caution-mailto:(b)(6)> >

Cc: (b)(6)

ma

Subject: Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

COL (b)(6)

Thank you. See you on Wednesday.

(b)(6)

Program Manager Asymmetric Threat Symposium XI

(b)(6)

On Oct 12, 2018, at 8:26 AM, (b)(6)  
<(b)(6)>  
> wrote:

CLASSIFICATION: UNCLASSIFIED

(b)(6)

I will be the plus one, my cell number is (b)(6) I will call you when we depart the Pentagon that morning to establish communications and about 10 minutes out as well. I anticipate departing the Pentagon around 0800.

R/

(b)(6)

COL, USA

Chief, Director's Action Group

Joint Staff, J7, Pentagon (b)(6)

CLASSIFICATION: UNCLASSIFIED

From: (b)(6) <Caution-mail:(b)(6)> <Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> > >

Sent: Thursday, October 11, 2018 5:10 PM

To: (b)(6) <(b)(6)>

Cc: (b)(6)

(b)(6)

(b)(6) > < > > >

Subject: Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---



(b)(6) Thank you. Request the name of the person supporting the General. That way I can have a badge ready for him for the event and the building. Also we will meet them curbside so it would be good to exchange "cell phone" numbers so you can give us a "10 minutes" out call.

Thank you

(b)(6)

Program Manager Asymmetric Threat Symposium Xi

(b)(6)

On Oct 11, 2018, at 4:11 PM, (b)(6)  
> wrote:

**CLASSIFICATION: UNCLASSIFIED**

(b)(6)

Slides attached. He is still "thinking" his speech so these are not in concrete. Also, he will have someone along to help facilitate his arrival and presentation. Let me know if that will be an issue.

Thanks

(b)(6)

Deputy Chief, Director's Action Group  
JS/J-7/Pentagon

(b)(6)

**CLASSIFICATION: UNCLASSIFIED**

**From:** (b)(6)

**Sent:** Tuesday, October 9, 2018 9:44 PM

**To:** (b)(6)

**Subject:** Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6) Thank you.



(b)(6)

On Oct 9, 2018, at 2:44 PM, (b)(6)  
wrote:

CLASSIFICATION: UNCLASSIFIED

Working to get slides. The attached has his name wrong so not sure if this is what all other things are based. [LtGen Daniel J. O'Donohue, USMC]

Thanks

(b)(6)

CLASSIFICATION: UNCLASSIFIED

From: (b)(6)

>

Sent: Friday, October 5, 2018 5:15 PM

To: (b)(6)

**Subject:** Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Thank you. A good topic that is excellent for the symposium.

Can you get the slides to me by COB Thursday? Also let me know what procedure you want to use to get me the slides.

Here is some information about slides and the auditorium. Let me know if you need more

**Optimal Format:** The Projection Screen is both large and wide so slides look best in the Power Point Wide Screen Mode (13.33 inches width x 7.5 inches height). No matter what we will make sure it looks good on the screen.

**Video/Audio Files:** Any animations, videos or audio files should be embedded and contained within the PowerPoint presentation file. Please do not use any YouTube, Vimeo, or other external video links.

**Slide Advancement:** If General O'Donohue wants to advance his own slides, there will be a hand-held remote control located at the podium. The AV staff in the auditorium will also be available to advance slides for General O'Donohue from the back of the auditorium.

**Confidence Monitor:** A confidence monitor will be located in front of the stage that General O'Donohue can readily view to confirm that the correct slide is up.

Best of the Weekend. Again thank you.

(b)(6)

Program Manager and Event Moderator Asymmetric Threat Symposium XI

(b)(6)

On Oct 5, 2018, at 4:43 PM, (b)(6)

> wrote:

CLASSIFICATION: UNCLASSIFIED

- The title is: Global Integrated Operations, "A New American Way of War"

- LtGen O'Donohue would like to use slides. Is that possible and if so, what is your cutoff to have them to you?

Thanks

(b)(6)

Deputy Chief, Director's Action Group

JS/J-7/Pentagon

(b)(6)

CLASSIFICATION: UNCLASSIFIED

From: (b)(6)

>

Sent: Wednesday, October 3, 2018 3:42 PM

To: (b)(6)

Subject: Re: [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Good afternoon.

We are getting ready to print the event programs.

I wanted to see if Lt Gen O'Donohue's initial theme is: "We require a new American way of war based on global integration" can now be considered the final theme.

Thank you

(b)(6)

On Oct 1, 2018, at 8:58 AM, (b)(6)  
<(b)(6)> <Caution-mailto:(b)(6)>

> wrote:

Thanks much!

(b)(6)

From: (b)(6)

Sent: Sunday, September 30, 2018 7:35 PM

To: (b)(6)

>>

Subject: Re: [Non-DoD Source] Re: AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Good evening.

Here is some information to both answer your questions and provide you some additional planning information.

The initial theme you named is very good. I do not know of any of the other keynotes addressing this theme.

Event Information:

The auditorium holds 290. As of 29 Sept I have processed and accepted 260 individuals. So by 17 October we will clearly have a full house, particularly in the morning.

The audience accepted to date is Defense and National Security focused based on the following approximate background

- 24% Federal Government. Predominately from DoD, the Armed services, and DoD related intelligence organizations. A few from DHS, DOJ, "the Hill staffers", and local governments.

- 8% Educational Institute related

- 62% Industry, Associations, and Think Tanks

- 6% Non affiliated to include retirees from government, again primarily DoD and the Armed

Services

No Media

Chatham House Rule

Uniform: Class A Service Uniform has been the preferred uniform through the years

Keynote Time Block: 50 minutes

- 30-35 minutes desired speaking time
- 15-20 minutes desired time for Q&A
- Questions are moderated by the event moderator. Audience questions are submitted on question cards to the moderator. The moderators selects the better of the questions and asks them to the keynote. Once the keynote finishes answering a question the moderator will ask an additional questions. The moderator will also help track the time and usually say to the keynote we have time for one more question. Usually the Q&A block allows handling 5 to 8 questions.

Timer: There is a timer in the front of the auditorium to aid the Keynote Speaker

Microphone setup: lavalier clip-on, handheld, and podium microphones are available. When you arrive, we will have one of the audio visual staff members at the back off the auditorium to install and test the microphone for any speaker wishing to walk around.

Podium Setup: Facing the audience there is an adjustable podium with a podium light on the right side.

Water and Beverages: At the podium there will be cold bottled water and cold containers of Diet Coke

(b)(6)

Program Moderator and Event Moderator  
Asymmetric Threat Symposium XI



(b)(6)

On Sep 30, 2018, at 9:00 AM, (b)(6) <

wrote:

Apologies for the “never ending” questions but he wants to be fully prepared and he now is focusing thoughts on his talk. LtGen O’Donohue’s initial theme is: “We require a new American way of war based on global integration.” Do you know if anyone else is addressing this? Lastly, I’ve got the list of other speakers, but how would you categorize (make up) the rest of the audience (the 200is)?

Thanks

(b)(6)

From: (b)(6)

Sent: Friday, September 28, 2018 2:07 PM

To: (b)(6)

> > > > >

Subject: RE: [Non-DoD Source] Re: AT Symposium

Thanks for the phone call and info. Few more questions; I see LtGen O’Donohue for 50 minutes. Does that include a Q&A? Is there any online documents in prep for this event? Lastly, please send me the VIP list when you can even if it is still in flux

Thanks

(b)(6)

Deputy Chief, Director’s Action Group

JS/J-7/Pentagon

(b)(6)

From: (b)(6) <

> > > > > >

Sent: Monday, September 24, 2018 2:11 PM

To: (b)(6)

Subject: [Non-DoD Source] Re: AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

Mr. (b)(6)

Good afternoon. I left you a voice mail proposing we discuss your the framing of this year's symposium.

Here is an overview used to frame the topic.

#### Solutions and Innovations for Defeating Asymmetric Threats

The eleventh symposium in the Asymmetric Threat symposia series addresses solutions and innovations to deter war and protect the nation and its allies from threats that are expanded in complexity, sophistication, deniability, damage, and lethality. The current National Security Strategy and National Defense Strategy reflect the primary concern in U.S. national security is inter-state strategic competition, not terrorism. Technology is also changing the character of war and inter-state competitive strategies.

The revisionist powers China and Russia and rogue regimes such as Iran and North Korea are competing across all dimensions of power. Per the National Defense Strategy: "They have increased efforts short of armed conflict by expanding coercion to new fronts, violating principals of sovereignty, exploiting ambiguity, and deliberately blurring the lines between civil and military goals." The homeland is no longer a sanctuary from such efforts and actions.

Symposium XI will address the policies, authorities, processes, technologies, tactics, and strategic approaches – required to safeguard America's interests against the spectrum of threats from revisionist powers and rogue states. "The U.S. is engaged in "a long-term strategic competition" that "requires the seamless integration of multiple elements of national power – diplomacy, information, economics, finance, intelligence, law enforcement, and military." What will it take to achieve the strategic approach outlined in the National Defense Strategy?

Time is not on America's side. The U.S. must do new things, and do them faster, or fall behind. The ability to rapidly harness the nation's talent, resources, ingenuity, will, and determination is – as it has always been – the key to victory.

(b)(6)

Program Manager and Moderator Asymmetric Threat Symposium XI

(b)(6)

On Sep 24, 2018, at 12:21 PM, (b)(6)

> > > wrote:

Mr. (b)(6)

I was told you are the Symposium Program Manager. I'm assisting my organization to prepare LtGen O'Donohue for this event. Understand this year's theme, is "Innovations and Solutions to Defeat Asymmetric Threats" which there are a wide potential of avenues WRT to the topic. In order to narrow his speaking scope, is there any more information that frame's this symposium's issue?

Thanks,

(b)(6)

(b)(6)

Deputy Chief, Director's Action Group  
JS/J-7/Pentagon

(b)(6)

<ASYMM XI Agenda FD V1.pdf>

<LtGen O'Donohue JS J7.ppt>



Col (b)(6)

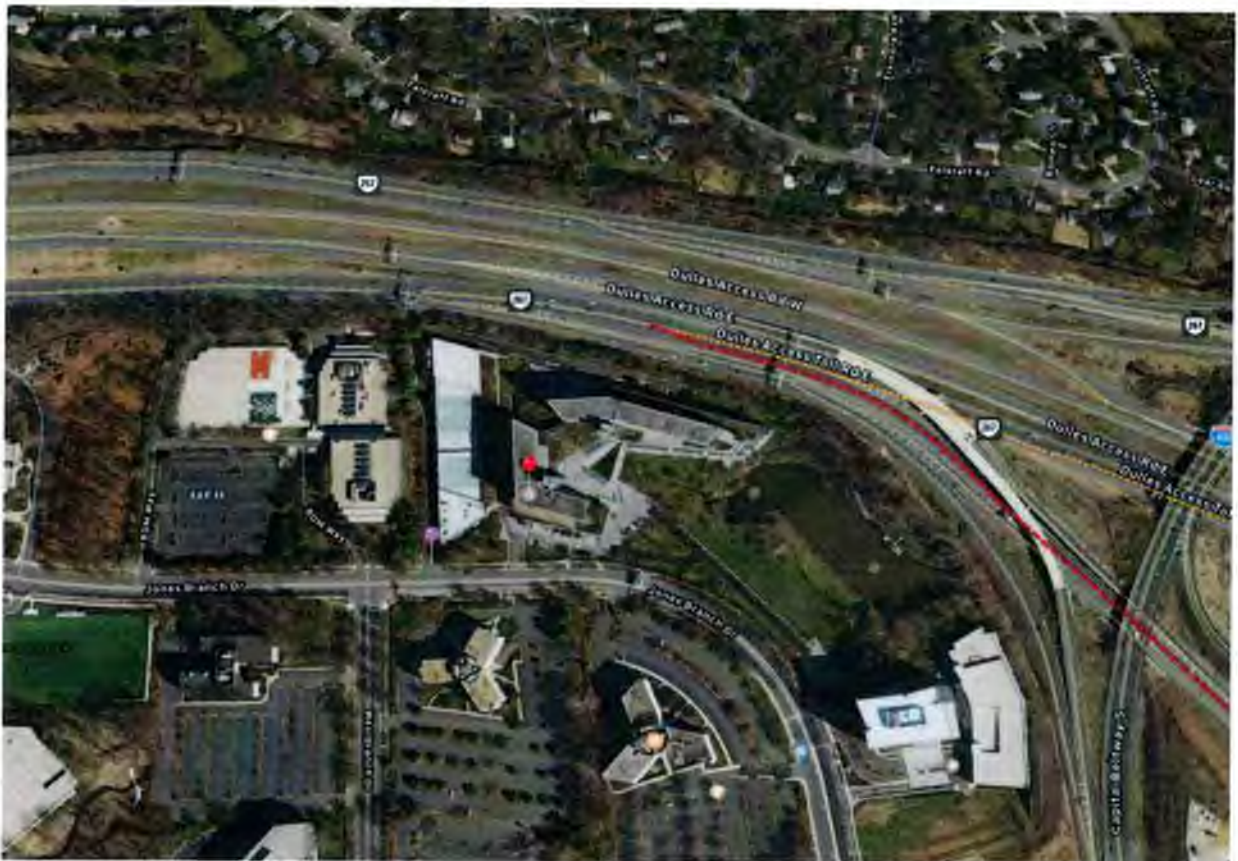
Here is some additional information to help find the parking area. Here are overhead images of the Valo Complex.

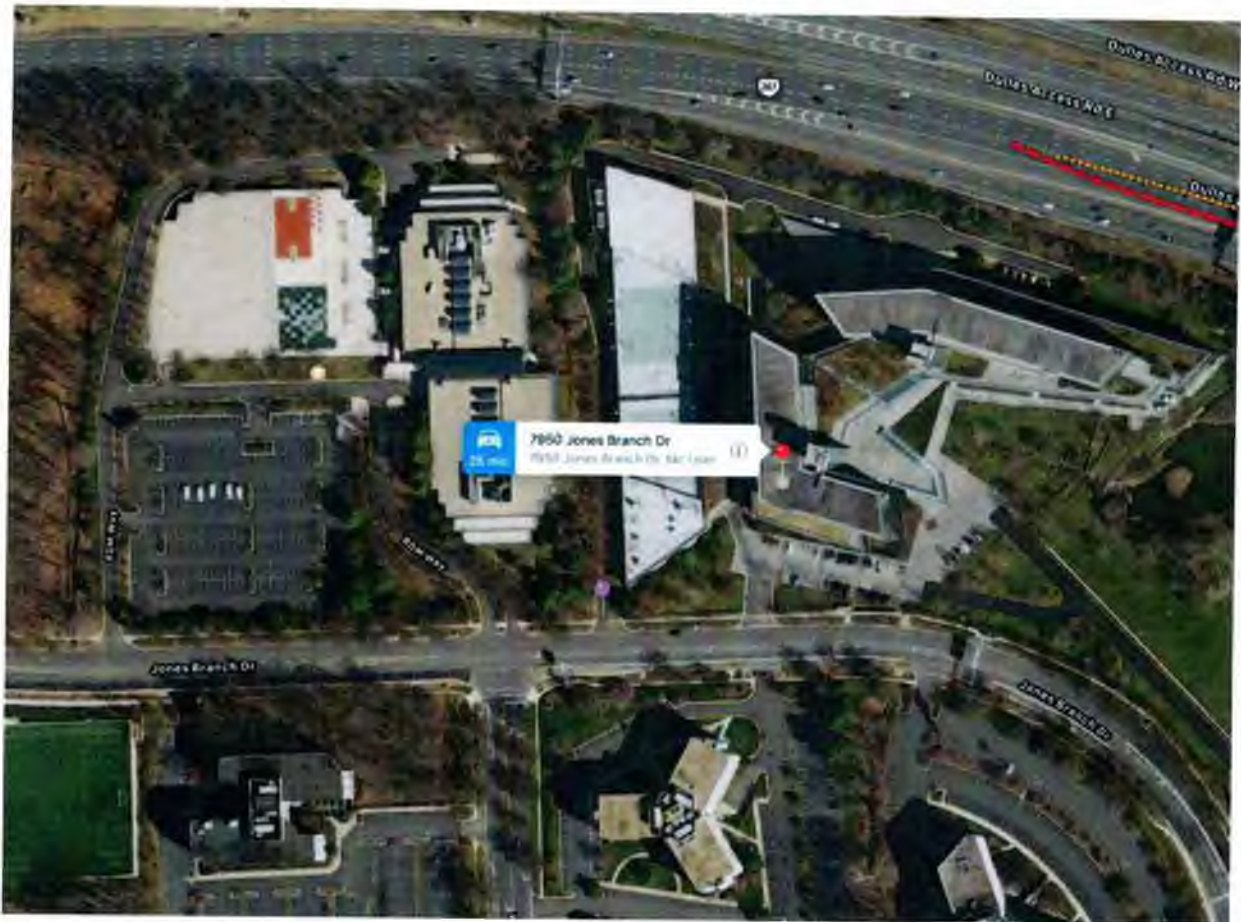
The red pin is where the auditorium is located.

The purple(-ish) pin is the entrance road to the garage that is part of the Valo Park complex.

We will have folks in the garage assisting with parking and will assist with getting the General to the designated and reserved parking space.

There will be signs along the road in front of Valo Park leading to the parking area.





Please let me know if you have any additional questions. I will let you know if there is any additional "tweaks" to the parking arrangement.

I will have diet coke and water at the podium for the speakers.

(b)(6)

Program Manager Asymmetric Threat Symposium XI

(b)(6)

On Oct 15, 2018, at 1:16 PM, (b)(6) Caution-  
mailto:(b)(6) > > wrote:

(b)(6)

Good afternoon.

There is "free" parking at the side of the building where the event takes place - VALO Park 7950 Jones Branch Road, McLean VA 22107.



Would like the General there 10 minutes prior to the 9:10 presentation so we can get him set with his microphone.

(b)(6)

Program Manager Asymmetric Threat Symposium XI

(b)(6)

On Oct 15, 2018, at 8:52 AM, (b)(6)  
(b)(6) <Caution-mailto:(b)(6)> > wrote:

CLASSIFICATION: UNCLASSIFIED

(b)(6)

LtGen O'Donohue decided to drive from home to the event. Which means COL (b)(6) will have to drive separately. Where can they park? Also, is there a cutoff time you need LtGen O'Donohue there?

Thanks

(b)(6)

Deputy Chief, Director's Action Group  
JS/J-7/Pentagon

(b)(6)

CLASSIFICATION: UNCLASSIFIED

From: (b)(6) >>  
Sent: Friday, October 12, 2018 8:44 AM  
To: (b)(6) <Caution-mailto:(b)(6)>  
Cc: (b)(6) <Caution-mailto:(b)(6)>  
Subject: Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---



COL (b)(6)

Thank you. See you on Wednesday.

(b)(6)

Program Manager Asymmetric Threat Symposium XI

(b)(6)

On Oct 12, 2018, at 8:26 AM, (b)(6)

<(b)(6)>

> wrote:

CLASSIFICATION: UNCLASSIFIED

(b)(6)

I will be the plus one, my cell number is (b)(6) I will call you when we depart the Pentagon that morning to establish communications and about 10 minutes out as well. I anticipate departing the Pentagon around 0800.

R/

(b)(6)

COL, USA

Chief, Director's Action Group

Joint Staff, J7, Pentagon 2D749A

CLASSIFICATION: UNCLASSIFIED

From: (b)(6) > < Caution-

Caution-mailto:(b)(6) < Caution-mailto:(b)(6) > > >

Sent: Thursday, October 11, 2018 5:10 PM

To: (b)(6) <

Cc: (b)(6)

mailto:(b)(6) > >; (b)(6)

<(b)(6) < Caution-mailto:(b)(6) > < > > >

Subject: Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6) Thank you. Request the name of the person supporting the General. That way I can have a badge ready for him for the event and the building. Also we will meet them curbside so it would be good to exchange "cell phone" numbers so you can give us a "10 minutes" out call.

Thank you

(b)(6)

Program Manager Asymmetric Threat Symposium Xi

(b)(6)

On Oct 11, 2018, at 4:11 PM, (b)(6) CIV JS J7 (US) <(b)(6)>  
> wrote:

CLASSIFICATION: UNCLASSIFIED

(b)(6)

Slides attached. He is still "thinking" his speech so these are not in concrete. Also, he will have someone along to help facilitate his arrival and presentation. Let me know if that will be an issue.

Thanks

(b)(6)

(b)(6)

Deputy Chief, Director's Action Group

JS/J-7/Pentagon

(b)(6)

CLASSIFICATION: UNCLASSIFIED

From: (b)(6)

Sent: Tuesday, October 9, 2018 9:44 PM

To: (b)(6)

Subject: Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6) Thank you.

(b)(6)

On Oct 9, 2018, at 2:44 PM, (b)(6)  
wrote:

CLASSIFICATION: UNCLASSIFIED

Working to get slides. The attached has his name wrong so not sure if this is what all other things are based. [LtGen Daniel J. O'Donohue, USMC]

Thanks

(b)(6)

CLASSIFICATION: UNCLASSIFIED

From: (b)(6)

>

Sent: Friday, October 5, 2018 5:15 PM

To: (b)(6)

Subject: Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Thank you. A good topic that is excellent for the symposium.

Can you get the slides to me by COB Thursday? Also let me know what procedure you want to use to get me the slides.

Here is some information about slides and the auditorium. Let me know if you need more

**Optimal Format:** The Projection Screen is both large and wide so slides look best in the Power Point Wide Screen Mode (13.33 inches width x 7.5 inches height). No matter what we will make sure it looks good on the screen.

**Video/Audio Files:** Any animations, videos or audio files should be embedded and contained within the PowerPoint presentation file. Please do not use any YouTube, Vimeo, or other external video links.



**Slide Advancement:** If General O'Donohue wants to advance his own slides, there will be a hand-held remote control located at the podium. The AV staff in the auditorium will also be available to advance slides for General O'Donohue from the back of the auditorium.

**Confidence Monitor:** A confidence monitor will be located in front of the stage that General O'Donohue can readily view to confirm that the correct slide is up.

Best of the Weekend. Again thank you.

(b)(6)

Program Manager and Event Moderator Asymmetric Threat Symposium XI

(b)(6)

On Oct 5, 2018, at 4:43 PM, (b)(6)

> wrote:

CLASSIFICATION: UNCLASSIFIED

- The title is: Global Integrated Operations, "A New American Way of War"

- LtGen O'Donohue would like to use slides. Is that possible and if so, what is your cutoff to have them to you?

Thanks

(b)(6)

Deputy Chief, Director's Action Group

JS/J-7/Pentagon

(b)(6)

CLASSIFICATION: UNCLASSIFIED

From: (b)(6)

>

Sent: Wednesday, October 3, 2018 3:42 PM

To: (b)(6)

Subject: Re: [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Good afternoon.

We are getting ready to print the event programs.

I wanted to see if Lt Gen O'Donohue's initial theme is: "We require a new American way of war based on global integration" can now be considered the final theme.

Thank you

(b)(6)

On Oct 1, 2018, at 8:58 AM, (b)(6)  
<(b)(6) <Caution-mailto:(b)(6)>>

> wrote:

Thanks much!

(b)(6)

From: (b)(6) <Caution-mailto:(b)(6)>

Sent: Sunday, September 30, 2018 7:35 PM

To: (b)(6) <

>>

Subject: Re: [Non-DoD Source] Re: AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Good evening.

Here is some information to both answer your questions and provide you some additional planning information.

The initial theme you named is very good. I do not know of any of the other keynotes addressing this theme.

Event Information:

The auditorium holds 290. As of 29 Sept I have processed and accepted 260 individuals. So by 17 October we will clearly have a full house, particularly in the morning.

The audience accepted to date is Defense and National Security focused based on the following approximate background

- 24% Federal Government. Predominately from DoD, the Armed services, and DoD related intelligence organizations. A few from DHS, DOJ, "the Hill staffers", and local governments.

- 8% Educational Institute related

- 62% Industry, Associations, and Think Tanks

- 6% Non affiliated to include retirees from government, again primarily DoD and the Armed

Services

No Media

Chatham House Rule

Uniform: Class A Service Uniform has been the preferred uniform through the years

Keynote Time Block: 50 minutes

- 30-35 minutes desired speaking time
- 15-20 minutes desired time for Q&A
- Questions are moderated by the event moderator. Audience questions are submitted on question cards to the moderator. The moderators selects the better of the questions and asks them to the keynote. Once the keynote finishes answering a question the moderator will ask an additional questions. The moderator will also help track the time and usually say to the keynote we have time for one more question. Usually the Q&A block allows handling 5 to 8 questions.

Timer: There is a timer in the front of the auditorium to aid the Keynote Speaker

Microphone setup: lavalier clip-on, handheld, and podium microphones are available. When you arrive, we will have one of the audio visual staff members at the back off the auditorium to install and test the microphone for any speaker wishing to walk around.

Podium Setup: Facing the audience there is an adjustable podium with a podium light on the right side.

Water and Beverages: At the podium there will be cold bottled water and cold containers of Diet Coke

(b)(6)

Program Moderator and Event Moderator  
Asymmetric Threat Symposium XI



(b)(6)

On Sep 30, 2018, at 9:00 AM, (b)(6) <(b)(6)> <  
wrote:

Apologies for the “never ending” questions but he wants to be fully prepared and he now is focusing thoughts on his talk. LtGen O’Donohue’s initial theme is: “We require a new American way of war based on global integration.” Do you know if anyone else is addressing this? Lastly, I’ve got the list of other speakers, but how would you categorize (make up) the rest of the audience (the 200is)?

Thanks

(b)(6)

From: (b)(6)  
Sent: Friday, September 28, 2018 2:07 PM  
To: (b)(6) <(b)(6)>

> > > > >

Subject: RE: [Non-DoD Source] Re: AT Symposium

Thanks for the phone call and info. Few more questions; I see LtGen O’Donohue for 50 minutes. Does that include a Q&A? Is there any online documents in prep for this event? Lastly, please send me the VIP list when you can even if it is still in flux

Thanks

(b)(6)

Deputy Chief, Director’s Action Group  
IS/I-7/Pentagon

(b)(6)

From: (b)(6) <(b)(6)>

> > > > >

Sent: Monday, September 24, 2018 2:11 PM  
To: (b)(6) <(b)(6)>

Subject: [Non-DoD Source] Re: AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

Mr. (b)(6)

Good afternoon. I left you a voice mail proposing we discuss your the framing of this year's symposium.

Here is an overview used to frame the topic.

#### Solutions and Innovations for Defeating Asymmetric Threats

The eleventh symposium in the Asymmetric Threat symposia series addresses solutions and innovations to deter war and protect the nation and its allies from threats that are expanded in complexity, sophistication, deniability, damage, and lethality. The current National Security Strategy and National Defense Strategy reflect the primary concern in U.S. national security is inter-state strategic competition, not terrorism. Technology is also changing the character of war and inter-state competitive strategies.

The revisionist powers China and Russia and rogue regimes such as Iran and North Korea are competing across all dimensions of power. Per the National Defense Strategy: "They have increased efforts short of armed conflict by expanding coercion to new fronts, violating principals of sovereignty, exploiting ambiguity, and deliberately blurring the lines between civil and military goals." The homeland is no longer a sanctuary from such efforts and actions.

Symposium XI will address the policies, authorities, processes, technologies, tactics, and strategic approaches – required to safeguard America's interests against the spectrum of threats from revisionist powers and rogue states. "The U.S. is engaged in "a long-term strategic competition" that "requires the seamless integration of multiple elements of national power – diplomacy, information, economics, finance, intelligence, law enforcement, and military." What will it take to achieve the strategic approach outlined in the National Defense Strategy?

Time is not on America's side. The U.S. must do new things, and do them faster, or fall behind. The ability to rapidly harness the nation's talent, resources, ingenuity, will, and determination is – as it has always been – the key to victory.

(b)(6)

Program Manager and Moderator Asymmetric Threat Symposium XI

(b)(6)

On Sep 24, 2018, at 12:21 PM, (b)(6) CIV JS J7 (US) <(b)(6)>

> > > wrote:

Mr. (b)(6)

I was told you are the Symposium Program Manager. I'm assisting my organization to prepare LtGen O'Donohue for this event. Understand this year's theme, is "Innovations and Solutions to Defeat Asymmetric Threats" which there are a wide potential of avenues WRT to the topic. In order to narrow his speaking scope, is there any more information that frame's this symposium's issue?

Thanks,

(b)(6)

(b)(6)

Deputy Chief, Director's Action Group  
JS/L-7/Pentagon

(b)(6)

<ASYMM XI Agenda FD V1.pdf>

<LtGen O'Donohue JS J7.ppt>



**From:** (b)(6)  
**To:** O'Donohue, Daniel J LtGen USMC JS J7 (US)  
**Cc:** (b)(6)  
**Subject:** (Non-DoD Source) Asymmetric Threat Symposium XI - Media Interest  
**Date:** Tuesday, October 16, 2018 2:59:03 PM

---

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

General O'Donohue,

Please be aware of media coverage of the event.

The article from the Intercept (link below) appears to be part of an on-going negative campaign directed at Mr. Gaffney and the Center for Security Policy - not targeting at the Symposium itself.

We regret that the timing of the Symposium provided another opportunity for the Intercept to continue their bias campaign. We plan not to respond as that would likely result in additional negative commentary on their site.

The Symposium is the eleventh in the series and is intended to provide an apolitical forum for thought leadership and recommendations to come together to address threats to national security.

We are all set for tomorrow including security measures to ensure only vetted registered attendees are in attendance.

Here is the link to the article: *Caution-<https://theintercept.com/2018/10/15/frank-gaffney-military-generals-anti-muslim-islamophobia/> < Caution-<https://theintercept.com/2018/10/15/frank-gaffney-military-generals-anti-muslim-islamophobia/>>*

(b)(6)

Program Manager Asymmetric Threat Symposium XI

(b)(6)

**From:** (b)(6)  
**To:** (b)(6)  
**Subject:** Intercept Article  
**Date:** Tuesday, October 16, 2018 8:47:03 AM  
**Attachments:** [Intercept DJJ Event.doc](#)

---

Attached and linked.

<https://theintercept.com/2018/10/15/frank-gaffney-military-generals-anti-muslim-islamophobia/>

(b)(6)

Public Affairs  
Chairman, Joint Chiefs of Staff  
2D932

(b)(6)

(b)(6)

+++++

## **Military Officials Aren't Supposed to Associate With Hate Groups. So Why Are These Generals Speaking at Frank Gaffney's Confab?**

(THE INTERCEPT, 15 Oct 18) By Murtaza Hussain, Eli Clifton

Over the past decade, the Center for Security Policy has emerged as one of the most notoriously bigoted and conspiratorial think tanks in Washington, D.C. Under its founder and president, Frank Gaffney, the organization regularly found itself in the news for promoting anti-Muslim conspiracies — including farcically paranoid ones. Yet, unlike similar organizations that remain on the political fringes, the Center for Security Policy is remarkably close to the halls of power — not just to President Donald Trump, for whom Gaffney was an informal adviser during the campaign, but also to the traditional power brokers of the defense establishment.

That closeness will be put on display in Virginia on October 17, when the Center for Security Policy will be co-hosting a symposium on “asymmetric threats.” Organized with the Institute for the Study of War, the Mitchell Institute for Aerospace Studies, and the government contractor CACI International (whose employees have been accused of detainee torture in Iraq), the confab includes scheduled speakers who are high-ranking officials in several branches of the military.

“Frankly speaking, this is a hate group. Its activities have been documented for years and are well-known, but under this administration, it is making a comeback.”

The presence of those government officials is raising eyebrows.

“Frankly speaking, this is a hate group,” said James Zogby, president of the public policy research group the Arab American Institute, in reference to the Center for Security Policy. “Its activities have been documented for years and are well-known, but under this administration, it is making a comeback.”

In addition to Gaffney himself, the list of scheduled speakers includes a number of high-ranking active duty military officials. The anticipated participation of four active duty lieutenant generals — the Air Force's VeraLinn “Dash” Jamieson and David D. Thompson, Daniel J. O'Donohue of the Marine Corps, and Michael K. Nagata of the Army — at an event sponsored by Gaffney's group might stand in contrast to the equal opportunity manuals issued by each of their respective service branches.

The Air Force and Army did not respond to requests for comment. The Marine Corps referred questions about the event to the Joint Chiefs of Staff, who did not return a request for comment.





*Lt. General Veralinn Jamieson, top left; Lt. General Daniel J. O'Donohue, top right; Lt. General David D. Thompson, bottom left; and Lt. General Michael Nagata, bottom right. Photos: U.S. Air Force (2), U.S. Army, U.S. Joint Chiefs of Staff*

Little is usually made of the the armed services' policies on associations with so-called "extremist groups," but all the branches have them. The codes received renewed attention after the participation of Marine Corps Lance Corporal Vasillios Pistolis in last year's violent white supremacist rally in Charlottesville, Virginia. Pistolis was court-martialed and sentenced to a month in prison, docked pay, reduced in rank, and discharged from the Corps upon his release.

The Army's equal opportunity manual warns that "participation in extremist organizations and activities by Army personnel is inconsistent with the responsibilities of military service." It defines these "extremist" groups:

Extremist organizations and activities are ones that advocate racial, gender, or ethnic hatred or intolerance; advocate, create, or engage in illegal discrimination based on race, color, gender, religion, or national origin, or advocate the use of or use force or violence or unlawful means to deprive individuals of their rights under the United States Constitution or the laws of the United States, or any State, by unlawful means.

The Army manual specifies that service personnel are "prohibited" from "attending a meeting or activity with the knowledge that the meeting or activity involves an extremist cause."

The Center for Security Policy's recent history is littered with calls for religious discrimination; officials, right up through its executives, routinely stoke hate against Muslims. A 2010 CSP report described sharia, Muslim religious code, as "an alien legal system hostile to and in contravention of the U.S. Constitution," and CSP Vice President Clare Lopez claimed in a 2013 speech that "when Muslims follow their doctrine, they become jihadists."

Gaffney, for his part, has explicitly called for the persecution of observant Muslims, saying in a 2011 interview that those who follow Islamic religious code are practicing "an impermissible act of sedition, which has to be prosecuted under our Constitution."

Though many of the Center for Security Policy's positions are shared with the white nationalist movement, Gaffney is usually careful to avoid associations with explicit white nationalists. But, in a few instances, he has crossed paths with them. In 2015, Gaffney had prominent white nationalist Jared Taylor on his radio show, Secure Freedom Radio. Gaffney praised Taylor's website, American Renaissance, as "wonderful." In the interview, Taylor and Gaffney decried the civilizational threat posed by Muslim refugees in Europe and the U.S. and said he "appreciated tremendously" the work being undertaken by Taylor.

Gaffney ultimately scrubbed the interview from his website and claimed to be "unfamiliar with Mr. Taylor's views on other matters and did not discuss or endorse them."

Gaffney's promotion — accidental or not — of Taylor's work, alongside CSP's track record of promoting discrimination against a religion whose practices would otherwise be constitutionally protected appears to tick several of the boxes of a group falling under the Army's definition of an "extremist organization."

The other military branches share similar policies.

The Air Force's equal opportunity manual informs commanders and supervisors that participating in groups "espousing supremacist causes or advocating unlawful discrimination" is a violation of the Air Force's equal opportunity policies. And the Marine Corps directs that:

Marines must reject participation in organizations that espouse supremacist causes; attempt to create illegal discrimination based on race, creed, color, sex, religion, or national origin; advocate the use of force or violence; or otherwise engage in efforts to deprive individuals of their civil rights.

The officers attending the Center for Security Policy-sponsored conference aren't declaring themselves members of the group or even explicitly endorsing the organization's anti-Muslim statements. And there's no indication that Gaffney or any other Center of Security Policy staff will discuss their efforts to discriminate against Muslims or spread anti-Muslim conspiracy theories at a conference about cyber-defense, defense technologies, and procurement.

But CSP's track record of promoting conspiracy theories and advocating various forms of discrimination against practicing Muslims appears to fall squarely within the military's definitions of the sort of "extremist group" with which active duty member of the military are forbidden from associating.

Those who have spent years monitoring the Center for Security Policy say that the group's continued prominence under the Trump administration is troubling, though unsurprising.

"I don't expect people in the Trump administration to push back against this group given that they share many of its views," said Zogby. "The only leverage we have is to continue to speak out about their influence, which is like a cancer eating away at government from the inside."

**From:** (b)(6) >  
**Sent:** Tuesday, October 16, 2018 5:15 PM  
**To:** (b)(6) <(b)(6)>; (b)(6)  
<(b)(6)>  
**Subject:** Fwd: (U) [Non-DoD Source] AT Symposium  
**Importance:** High

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

Colonel (b)(6) - Parking is now at the front of the building at 7950 Jones Branch Road. We have reserved spots for the Keynotes and will have someone outside when General O'Donohue arrives.

See you in the morning.

(b)(6)

Begin forwarded message:

**From:** (b)(6) <Caution-mailto:(b)(6)>>  
**Subject:** Re: (U) [Non-DoD Source] AT Symposium  
**Date:** October 16, 2018 at 8:08:20 AM EDT  
**To:** (b)(6) <(b)(6)>  
COL USARMY JS J7 (US)" (b)(6) <

Col (b)(6)

Here is some additional information to help find the parking area. Here are overhead images of the Valo Complex.

The red pin is where the auditorium is located.

The purple(-ish) pin is the entrance road to the garage that is part of the Valo Park complex.

We will have folks in the garage assisting with parking and will assist with getting the General to the designated and reserved parking space.

There will be signs along the road in front of Valo Park leading to the parking area.







Please let me know if you have any additional questions. I will let you know if there is any additional "tweaks" to the parking arrangement.

I will have diet coke and water at the podium for the speakers.

(b)(6)

Program Manager Asymmetric Threat Symposium XI

(b)(6)

On Oct 15, 2018, at 1:16 PM, (b)(6) < wrote:

(b)(6)

Good afternoon.

There is "free" parking at the side of the building where the event takes place - VALO Park 7950 Jones Branch Road, McLean VA 22107.



Would like the General there 10 minutes prior to the 9:10 presentation so we can get him set with his microphone.

(b)(6)

Program Manager Asymmetric Threat Symposium XI

(b)(6)

On Oct 15, 2018, at 8:52 AM, (b)(6) <(b)(6) <Caution-mailto:(b)(6)>> wrote:

CLASSIFICATION: UNCLASSIFIED

(b)(6)

LtGen O'Donohue decided to drive from home to the event. Which means COL (b)(6) will have to drive separately. Where can they park? Also, is there a cutoff time you need LtGen O'Donohue there?

Thanks

(b)(6)

Deputy Chief, Director's Action Group

JS/J-7/Pentagon

(b)(6)

CLASSIFICATION: UNCLASSIFIED

From: (b)(6) <Caution-mailto:(b)(6)>

Sent: Friday, October 12, 2018 8:44 AM

To: (b)(6) <(b)(6) <Caution-mailto:(b)(6)>>

Cc: (b)(6) <Caution-mailto:(b)(6)>>

Subject: Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---



COL (b)(6)

Thank you. See you on Wednesday.

(b)(6)

Program Manager Asymmetric Threat Symposium XI

(b)(6)

On Oct 12, 2018, at 8:26 AM, (b)(6)  
<(b)(6) <Caution-mailto:(b)(6)> <Caution-  
Caution-mailto:(b)(6) <Caution-  
mailto:(b)(6)> >> wrote:

CLASSIFICATION: UNCLASSIFIED

(b)(6)

I will be the plus one, my cell number is (b)(6) I will call you when we depart the Pentagon that morning to establish communications and about 10 minutes out as well. I anticipate departing the Pentagon around 0800.

R/

(b)(6)

COL, USA  
Chief, Director's Action Group  
Joint Staff, J7, Pentagon 2D749A

CLASSIFICATION: UNCLASSIFIED

From: (b)(6) <Caution-mailto:(b)(6)> <Caution-  
Caution-mailto:(b)(6) <Caution-mailto:(b)(6) >>  
Sent: Thursday, October 11, 2018 5:10 PM  
To: (b)(6) <(b)(6) <Caution-  
mailto:(b)(6) > <Caution-Caution-mailto:(b)(6) <Caution-  
mailto:(b)(6) >>>  
Cc: (b)(6) <(b)(6) <Caution-  
mailto:(b)(6) > <Caution-Caution-mailto:(b)(6) <Caution-  
mailto:(b)(6) >>>; (b)(6) <(b)(6) <Caution-  
mailto:(b)(6) > <Caution-Caution-mailto:(b)(6) <Caution-  
mailto:(b)(6) >>>  
Subject: Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6) - Thank you. Request the name of the person supporting the General. That way I can have a badge ready for him for the event and the building. Also we will meet them curbside so it would be good to exchange "cell phone" numbers so you can give us a "10 minutes" out call.

Thank you

(b)(6)

Program Manager Asymmetric Threat Symposium Xi

(b)(6)

On Oct 11, 2018, at 4:11 PM, (b)(6) <(b)(6)>

> > > wrote:

CLASSIFICATION: UNCLASSIFIED

(b)(6)

Slides attached. He is still "thinking" his speech so these are not in concrete. Also, he will have someone along to help facilitate his arrival and presentation. Let me know if that will be an issue.

Thanks

(b)(6)

Deputy Chief, Director's Action Group

JS/J-7/Pentagon

(b)(6)

CLASSIFICATION: UNCLASSIFIED

From: (b)(6) <Caution-mailto:(b)(6)>

Sent: Tuesday, October 9, 2018 9:44 PM

To: (b)(6) <Caution-mailto:(b)(6)>

**Subject:** Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6) Thank you.

(b)(6)

On Oct 9, 2018, at 2:44 PM, (b)(6) <

>> wrote:

CLASSIFICATION: UNCLASSIFIED

Working to get slides. The attached has his name wrong so not sure if this is what all other things are based. [LtGen Daniel J. O'Donohue, USMC]

Thanks

(b)(6)

CLASSIFICATION: UNCLASSIFIED

**From:** (b)(6)

>>>

**Sent:** Friday, October 5, 2018 5:15 PM

**To:** (b)(6)

**Subject:** Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Thank you. A good topic that is excellent for the symposium.



Can you get the slides to me by COB Thursday? Also let me know what procedure you want to use to get me the slides.

Here is some information about slides and the auditorium. Let me know if you need more

**Optimal Format:** The Projection Screen is both large and wide so slides look best in the Power Point Wide Screen Mode (13.33 inches width x 7.5 inches height). No matter what we will make sure it looks good on the screen.

**Video/Audio Files:** Any animations, videos or audio files should be embedded and contained within the PowerPoint presentation file. Please do not use any YouTube, Vimeo, or other external video links.

**Slide Advancement:** If General O'Donohue wants to advance his own slides, there will be a hand-held remote control located at the podium. The AV staff in the auditorium will also be available to advance slides for General O'Donohue from the back of the auditorium.

**Confidence Monitor:** A confidence monitor will be located in front of the stage that General O'Donohue can readily view to confirm that the correct slide is up.

Best of the Weekend. Again thank you.

(b)(6)

Program Manager and Event Moderator Asymmetric Threat Symposium XI

(b)(6)

On Oct 5, 2018, at 4:43 PM, (b)(6)

> > > wrote:

CLASSIFICATION: UNCLASSIFIED

- The title is: Global Integrated Operations, "A New American Way of War"

- LtGen O'Donohue would like to use slides. Is that possible and if so, what is your cutoff to have them to you?

Thanks

(b)(6)

Deputy Chief, Director's Action Group  
JS/J-7/Pentagon

(b)(6)

CLASSIFICATION: UNCLASSIFIED

From: (b)(6)

Sent: Wednesday, October 3, 2018 3:42 PM

To: (b)(6) <

Subject: Re: [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Good afternoon.

We are getting ready to print the event programs.

I wanted to see if Lt Gen O'Donohue's initial theme is: "We require a new American way of war based on global integration" can now be considered the final theme.

Thank you

(b)(6)

On Oct 1, 2018, at 8:58 AM, (b)(6)

> > > > wrote:

Thanks much!

(b)(6)

From: (b)(6)

Sent: Sunday, September 30, 2018 7:35 PM

To: (b)(6) <

Subject: Re: [Non-DoD Source] Re: AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Good evening.

Here is some information to both answer your questions and provide you some additional planning information.

The initial theme you named is very good. I do not know of any of the other keynotes addressing this theme.

Event Information:

The auditorium holds 290. As of 29 Sept I have processed and accepted 260 individuals. So by 17 October we will clearly have a full house, particularly in the morning.

The audience accepted to date is Defense and National Security focused based on the following approximate background

- 24% Federal Government. Predominately from DoD, the Armed services, and DoD related intelligence organizations. A few from DHS, DOJ, "the Hill staffers", and local governments.

- 8% Educational Institute related

- 62% Industry, Associations, and Think Tanks

- 6% Non affiliated to include retirees from government, again primarily DoD and the Armed

Services

No Media

Chatham House Rule

Uniform: Class A Service Uniform has been the preferred uniform through the years

Keynote Time Block: 50 minutes

- 30-35 minutes desired speaking time

- 15-20 minutes desired time for Q&A

- Questions are moderated by the event moderator. Audience questions are submitted on question cards to the moderator. The moderators selects the better of the questions and asks them to the keynote. Once the keynote finishes answering a question the moderator will ask an additional questions. The moderator will also help track the time and usually say to the keynote we have time for one more question. Usually the Q&A block allows handling 5 to 8 questions.



Timer: There is a timer in the front of the auditorium to aid the Keynote Speaker

Microphone setup: lavalier clip-on, handheld, and podium microphones are available. When you arrive, we will have one of the audio visual staff members at the back of the auditorium to install and test the microphone for any speaker wishing to walk around.

Podium Setup: Facing the audience there is an adjustable podium with a podium light on the right side.

Water and Beverages: At the podium there will be cold bottled water and cold containers of Diet Coke

(b)(6)

Program Moderator and Event Moderator

Asymmetric Threat Symposium XI

(b)(6)

On Sep 30, 2018, at 9:00 AM, (b)(6)

>> wrote:

Apologies for the "never ending" questions but he wants to be fully prepared and he now is focusing thoughts on his talk. LtGen O'Donohue's initial theme is: "We require a new American way of war based on global integration." Do you know if anyone else is addressing this? Lastly, I've got the list of other speakers, but how would you categorize (make up) the rest of the audience (the 200is)?

Thanks

(b)(6)

From: (b)(6)

Sent: Friday, September 28, 2018 2:07 PM

To: (b)(6)

Subject: RE: [Non-DoD Source] Re: AT Symposium

Thanks for the phone call and info. Few more questions; I see LtGen O'Donohue for 50 minutes. Does that include a Q&A? Is there any online documents in prep for this event? Lastly, please send me the VIP list when you can even if it is still in flux

Thanks

(b)(6)

Deputy Chief, Director's Action Group

IS/I-7/Pentagon

(b)(6)

From: (b)(6)

Sent: Monday, September 24, 2018 2:11 PM

To: (b)(6)

> > > >>

Subject: [Non-DoD Source] Re: AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

Mr. (b)(6)

Good afternoon. I left you a voice mail proposing we discuss your the framing of this year's symposium.

Here is an overview used to frame the topic.

#### Solutions and Innovations for Defeating Asymmetric Threats

The eleventh symposium in the Asymmetric Threat symposia series addresses solutions and innovations to deter war and protect the nation and its allies from threats that are expanded in complexity, sophistication, deniability, damage, and lethality. The current National Security Strategy and National Defense Strategy reflect the primary concern in U.S. national security is inter-state strategic competition, not terrorism. Technology is also changing the character of war and inter-state competitive strategies.

The revisionist powers China and Russia and rogue regimes such as Iran and North Korea are competing across all dimensions of power. Per the National Defense Strategy: "They have increased efforts short of armed conflict by expanding coercion to new fronts, violating principals of sovereignty, exploiting ambiguity, and deliberately blurring the lines between civil and military goals." The homeland is no longer a sanctuary from such efforts and actions.

Symposium XI will address the policies, authorities, processes, technologies, tactics, and strategic approaches – required to safeguard America's interests against the spectrum of threats from revisionist powers and rogue states. "The U.S. is engaged in "a long-term strategic competition" that "requires the seamless integration of multiple elements of national power – diplomacy, information, economics, finance, intelligence, law enforcement, and military." What will it take to achieve the strategic approach outlined in the National Defense Strategy?

Time is not on America's side. The U.S. must do new things, and do them faster, or fall

behind. The ability to rapidly harness the nation's talent, resources, ingenuity, will, and determination is –as it has always been – the key to victory.

(b)(6)

Program Manager and Moderator Asymmetric Threat Symposium XI

(b)(6)

On Sep 24, 2018, at 12:21 PM, (b)(6) <

> wrote:

Mr. (b)(6)

I was told you are the Symposium Program Manager. I'm assisting my organization to prepare LtGen O'Donohue for this event. Understand this years' theme, is "Innovations and Solutions to Defeat Asymmetric Threats" which there are a wide potential of avenues WRT to the topic. In order to narrow his speaking scope, is there any more information that frame's this symposium's issue?

Thanks,

(b)(6)

Deputy Chief, Director's Action Group  
JS/I-7/Pentagon

(b)(6)

<ASYMM XI Agenda FD V1.pdf>

<LtGen O'Donohue JS J7.ppt>



**From:** (b)(6)  
**To:** (b)(6)  
**Cc:**  
**Subject:** Re: (U) [Non-DoD Source] AT Symposium  
**Date:** Tuesday, October 23, 2018 12:25:21 PM

---

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

Col (b)(6)

I am preparing a thank you letter to Lieutenant General O'Donohue.

Please provide the correct "snail mail" address for the J7.

Thank you,

(b)(6)

Program Manager Asymmetric Threat Symposium XI

(b)(6)

On Oct 12, 2018, at 8:26 AM, (b)(6)  
<(b)(6)> <Caution-mailto:(b)(6)>  
>> wrote:

CLASSIFICATION: UNCLASSIFIED

(b)(6)

I will be the plus one, my cell number is (b)(6) I will call you when we depart the Pentagon that morning to establish communications and about 10 minutes out as well. I anticipate departing the Pentagon around 0800.

R/

(b)(6)

COL, USA  
Chief, Director's Action Group  
Joint Staff, J7, Pentagon 2D749A

CLASSIFICATION: UNCLASSIFIED

**From:** (b)(6) <Caution-mailto:(b)(6)>

>>

**Sent:** Thursday, October 11, 2018 5:10 PM

**To:** (b)(6) <Caution-mailto:(b)(6)>

**Cc:** (b)(6) <(b)(6)> <Caution-mailto:(b)(6)> >> (b)(6) <(b)(6)> <Caution-mailto:(b)(6)> >>

**Subject:** Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

(b)(6) - Thank you. Request the name of the person supporting the General. That way I can have a badge ready for him for the event and the building. Also we will meet them curbside so it would be good to exchange "cell phone" numbers so you can give us a "10 minutes" out call.

Thank you

(b)(6)

Program Manager Asymmetric Threat Symposium Xi

(b)(6)

On Oct 11, 2018, at 4:11 PM, (b)(6) <(b)(6)> <Caution-mailto:(b)(6)> > <Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> >> wrote:

CLASSIFICATION: UNCLASSIFIED

(b)(6)

Slides attached. He is still "thinking" his speech so these are not in concrete. Also, he will have someone along to help facilitate his arrival and presentation. Let me know if that will be an issue.

Thanks

(b)(6)

Deputy Chief, Director's Action Group

JS/J-7/Pentagon

(b)(6)

CLASSIFICATION: UNCLASSIFIED

**From:** (b)(6) <Caution-mailto:(b)(6)> <Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> > >  
**Sent:** Tuesday, October 9, 2018 9:44 PM  
**To:** (b)(6) <Caution-mailto:(b)(6)> <Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> > >  
**Subject:** Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

(b)(6) Thank you.

(b)(6)

On Oct 9, 2018, at 2:44 PM, Perez, Dennis S CIV JS J7 (US) <(b)(6)> <Caution-mailto:(b)(6)> <Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> > > <Caution-Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> <Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> > > > wrote:

CLASSIFICATION: UNCLASSIFIED

Working to get slides. The attached has his name wrong so not sure if this is what all other things are based. [LtGen Daniel J. O'Donohue, USMC]

Thanks

(b)(6)



CLASSIFICATION: UNCLASSIFIED

**From:** JEFFREY W WRIGHT <(b)(6)> <Caution-mailto:(b)(6)> <Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> > <Caution-Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> <Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> > >>

**Sent:** Friday, October 5, 2018 5:15 PM

**To:** (b)(6) <(b)(6)> <Caution-mailto:(b)(6)> <Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> > <Caution-Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> <Caution-Caution-mailto:(b)(6)> <Caution-mailto:(b)(6)> > > >>

**Subject:** Re: (U) [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

(b)(6)

Thank you. A good topic that is excellent for the symposium.

Can you get the slides to me by COB Thursday? Also let me know what procedure you want to use to get me the slides.

Here is some information about slides and the auditorium. Let me know if you need more

**Optimal Format:** The Projection Screen is both large and wide so slides look best in the Power Point Wide Screen Mode (13.33 inches width x 7.5 inches height). No matter what we will make sure it looks good on the screen.

**Video/Audio Files:** Any animations, videos or audio



> > < Caution-Caution-Caution-  
mailto:(b)(6) <  
Caution-mailto:(b)(6)  
> < Caution-Caution-  
mailto:(b)(6) <  
Caution-mailto:(b)(6)  
> > > > wrote:

CLASSIFICATION: UNCLASSIFIED  
- The title is: Global Integrated  
Operations, "A New American Way  
of War"

- LtGen O'Donohue would like to  
use slides. Is that possible and if so,  
what is your cutoff to have them to  
you?

Thanks

(b)(6)

Deputy Chief, Director's Action Group  
JS/J-7/Pentagon

(b)(6)

CLASSIFICATION: UNCLASSIFIED

From: (b)(6)  
(b)(6) < Caution-  
mailto:(b)(6) > < Caution-  
Caution-mailto:(b)(6) Caution-  
mailto:(b)(6) > > < Caution-  
Caution-Caution-mailto:(b)(6) <  
Caution-mailto:(b)(6) > <  
Caution-Caution-mailto:(b)(6) <  
Caution-mailto:(b)(6) > > > <  
Caution-Caution-Caution-Caution-  
mailto:(b)(6) < Caution-  
mailto:(b)(6) > < Caution-  
Caution-mailto:(b)(6) < Caution-  
mailto:(b)(6) > > < Caution-  
Caution-Caution-mailto:(b)(6) <  
Caution-mailto:(b)(6) > <  
Caution-Caution-mailto:(b)(6) <



Caution-mailto:(b)(6) > > > >

**Sent:** Wednesday, October 3, 2018 3:42 PM

**To:** (b)(6)

<(b)(6) < Caution-mailto:(b)(6) > <

Caution-Caution-mailto:(b)(6) < Caution-mailto: > > <

Caution-Caution-Caution-mailto:(b)(6) < Caution-mailto: > <

Caution-Caution-mailto:(b)(6) < Caution-mailto: > > > <

Caution-Caution-Caution-Caution-mailto:(b)(6) < Caution-mailto: > <

Caution-Caution-mailto:(b)(6) < Caution-mailto: > > <

Caution-Caution-Caution-mailto:(b)(6) < Caution-mailto: > <

Caution-Caution-mailto:(b)(6) < Caution-mailto: > > > >

**Subject:** Re: [Non-DoD Source] AT Symposium

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

---

(b)(6)

Good afternoon.

We are getting ready to print the event programs.

I wanted to see if Lt Gen O'Donohue's initial theme is: "We require a new American way of war based on global integration" can now be considered the final theme.

Thank you

(b)(6)

On Oct 1, 2018, at 8:58 AM  
(b)(6)  
(b)(6) <  
Caution-  
mailto:(b)(6)  
mil > < Caution-Caution-  
mailto:(b)(6)  
mil < Caution-  
mailto:(b)(6)  
mil > > < Caution-Caution-  
Caution-  
mailto:(b)(6)  
mil < Caution-  
mailto:(b)(6)  
mil > < Caution-Caution-  
mailto:(b)(6)  
mil < Caution-  
mailto:(b)(6)  
mil > > > < Caution-Caution-  
Caution-Caution-  
mailto:(b)(6)  
mil < Caution-  
mailto:(b)(6)  
mil > < Caution-Caution-  
mailto:(b)(6)  
mil < Caution-  
mailto:(b)(6)  
mil > > > > < Caution-  
Caution-Caution-Caution-  
Caution-

**From:** (b)(6)  
**To:** (b)(6)  
**Subject:** [Non-DoD Source] Asymmetric Threat Symposium XI - 17 Oct 2018  
**Date:** Monday, October 29, 2018 9:05:59 PM  
**Attachments:** [O'Donohue.pdf](#)

---

Col (b)(6)

Attached is scanned copy of the letter from the Asymmetric Threat Symposium partners thanking LtGen O'Donohue for his exceptional presentation on 17 Oct.

The actual letter was mailed to your office last week.

(b)(6)

Program Manager Asymmetric Threat Symposium XI

(b)(6)



## Asymmetric Threat Symposium Series

### SYMPOSIUM XI: Solutions and Innovations for Defeating Asymmetric Threats

October 26, 2018

LtGen O'Donohue  
J-7 Joint Force Development  
7000 Joint Staff, Pentagon Rm 2D864  
Washington, D.C. 20318-7000

Dear General O'Donohue:

CACI International Inc, the Center for Security Policy, the Institute for the Study of War, and the Mitchell Institute for Aerospace Studies thank you for your exceptional contributions to the Asymmetric Threat Symposium on "Solutions and Innovations for Defeating Asymmetric Threats" on 17 October 2018. Your comments as a key note speaker and your responses to questions were excellent and clearly energized our diverse audience of civil servants, military officers, industry, think tanks, and academia.

A non-partisan, pro bono, public service event, the symposium was the eleventh in our Thought Leadership series centered on Asymmetric Threats. Thank you for enriching our audience's knowledge and appreciation of the topic. Your careful analysis of particular challenges and threats facing the nation were outstanding.

Thank you for supporting our event and thank you for your service to the Nation.

With best regards,

(b)(6)

Executive Chairman and Chairman of the Board  
CACI International Inc



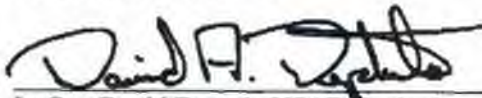
Frank Gaffney  
President  
Center for Security Policy

(b)(6)

President and Chief Executive Officer  
CACI International Inc



Dr. Kimberly Kagan  
President  
Institute for the Study of War



Lt Gen David Deptula USAF, Retired  
Dean  
Mitchell Institute for Aerospace Studies

SYMPOSIA ON THE ASYMMETRIC THREAT - CO-SPONSORED BY:



***It would have only needed for Curzon that night to have discussed the tactical problems with some hard-bitten infantry subaltern for him to have become convinced that the invention of machine-guns and barbed wire, which Napoleon had never heard of, called for a departure from Napoleon's tactical methods, and if Curzon had once been convinced it would have been hard to unconvince him.***

The General, C.S. Forester

# Globally Integrated Operations

*(The Big Idea)*

End State: *“A Globally Integrated Joint Force designed and able to out think, out maneuver, and out fight any adversary under conditions of disruptive change”*

Draft Capstone Concept for Joint Operations (CCJO)

“Fighting” Generals and Admirals: *“Relationships between Commanders vs. Command Relationships”*

Secretary of Defense Mattis



## **Joint Force Adaptation: Accelerating Pace of Change**

### **THE IMPERATIVE: Pacing Threats & Disruptive Technology**

***“In just a few years, if we do not change our trajectory, we will lose our qualitative and quantitative competitive advantage.”***

### **THE APPROACH: Globally Integrated Ops: “A New American Way of War”**

***“The primary purpose of any theory is to clarify concepts and ideas that have become, as it were, confused and entangled. Not until terms and concepts have been defined can one hope to make any progress.”***

### **THE DISCIPLINE: Validation, Adaptation, and Innovation**

***“Reliance upon words which are not backed by the practical ability of implementation is extremely dangerous.”***

***“Can’t trust that the attacker will employ tactics obviously unfavorable to himself because he has used them in the past.”***

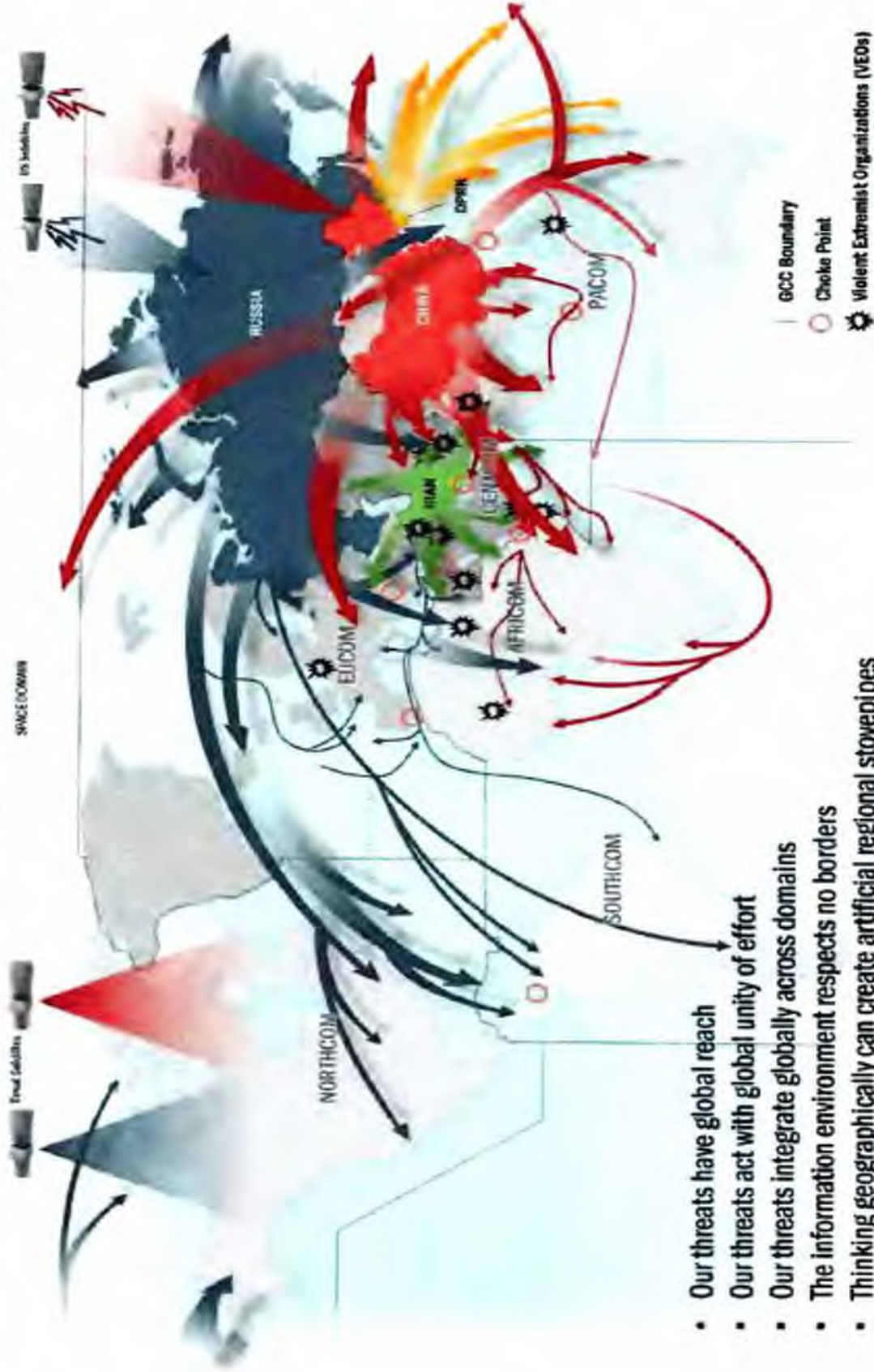
***“Difficult practical problems can’t be met with verbal solutions or theoretical flexibility becomes tactical rigidity.”***





## A Globally Integrated Threat Environment

THE CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES (CSIS) HAS IDENTIFIED SEVEN GLOBAL THREAT DOMAINS THAT ARE SHAPING THE GLOBAL THREAT ENVIRONMENT. THESE DOMAINS ARE: SPACE DOMAINS, CYBER DOMAINS, AND SEVEN REGIONAL DOMAINS: NORTHCOM, EUROM, AFRIKOM, CENTKOM, ASIA, CHINA, PACOM, AND SOUTHCOM.



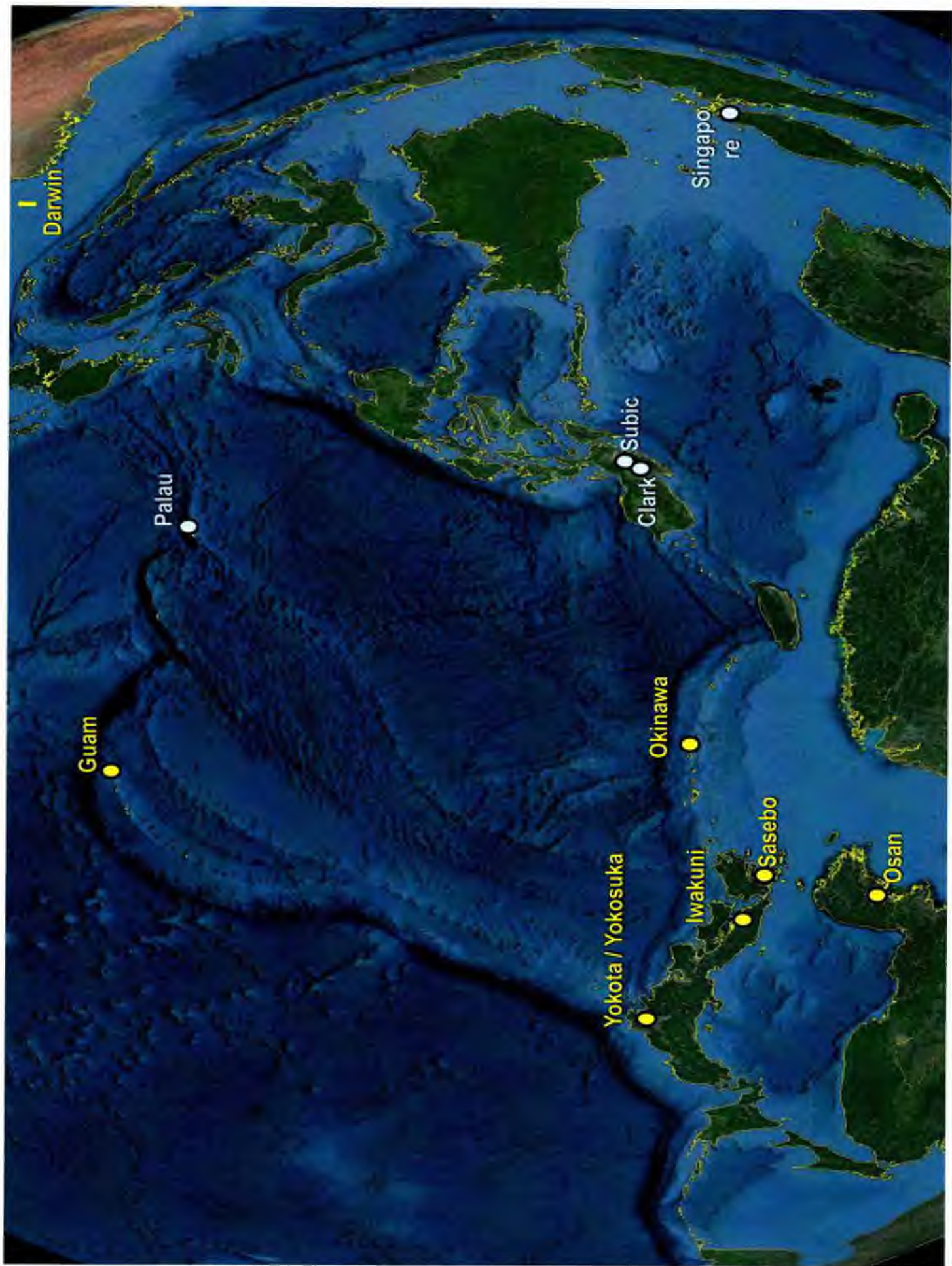
- Our threats have global reach
- Our threats act with global unity of effort
- Our threats integrate globally across domains
- The information environment respects no borders
- Thinking geographically can create artificial regional stovepipes

# *Globally Integrated Operations*



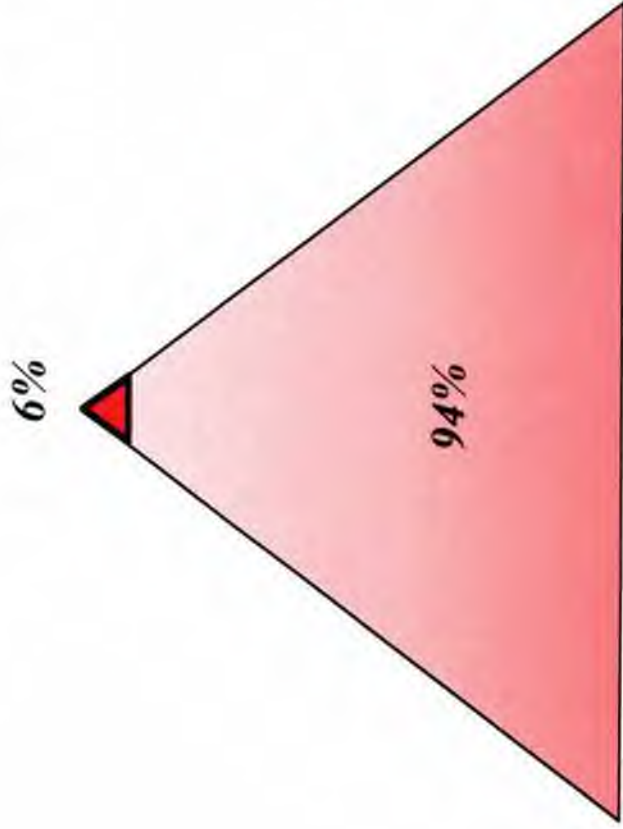
- Expand the Competitive Space
- Overmatch in Competition Continuum
- Allied and Partnered “Common Defense”







# Growth Without Freedom





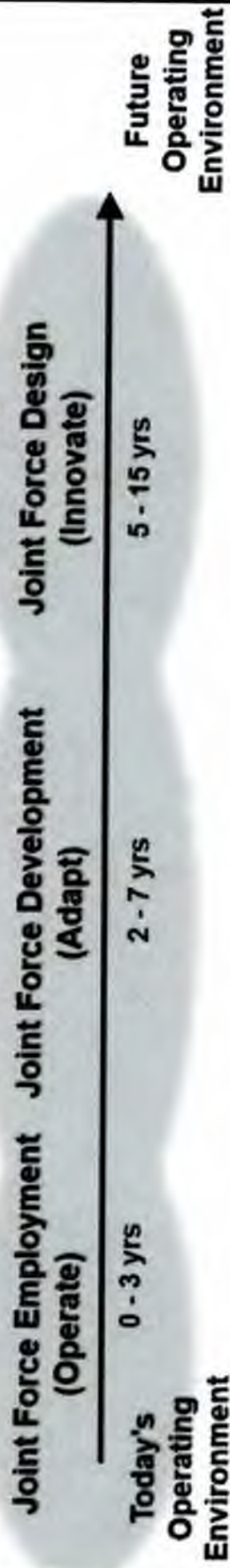
# Balancing Current and Future Risk



## Continuum of Strategic Direction

### National Military Strategy

#### Capstone Concept



Requires a change in mindset, lexicon, and processes



# *Globally Integrated Operations Development*

Joint Concept Driven, Threat Informed, Capability Development that achieves a Globally Integrated, Joint Force that adapts, innovates and validates to maintain competitive advantage against all threats, current & future.

Service, COCOM and Joint Staff, maturation from Joint Force Employment to Joint Force Development and Design.

## Compressed and Cross-Informing LOEs:

- Global Force Management
- Global Force Operations (Dynamic Force Employment)
- SecDef Decision Making (Horizontal & Vertical Integration)
- Plans (National Military Strategy, Global Campaign Plans)
- Joint Force Development
- Joint Force Design
- Globally Integrated Exercises
- Professional Military Education

Assessments

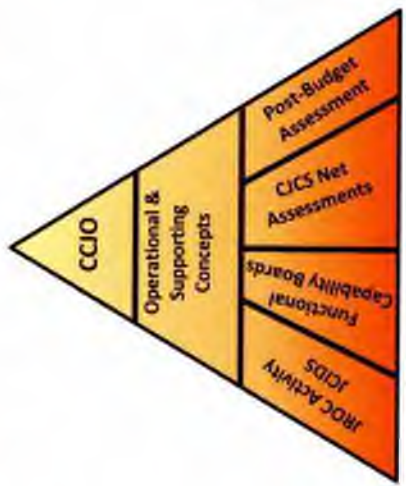
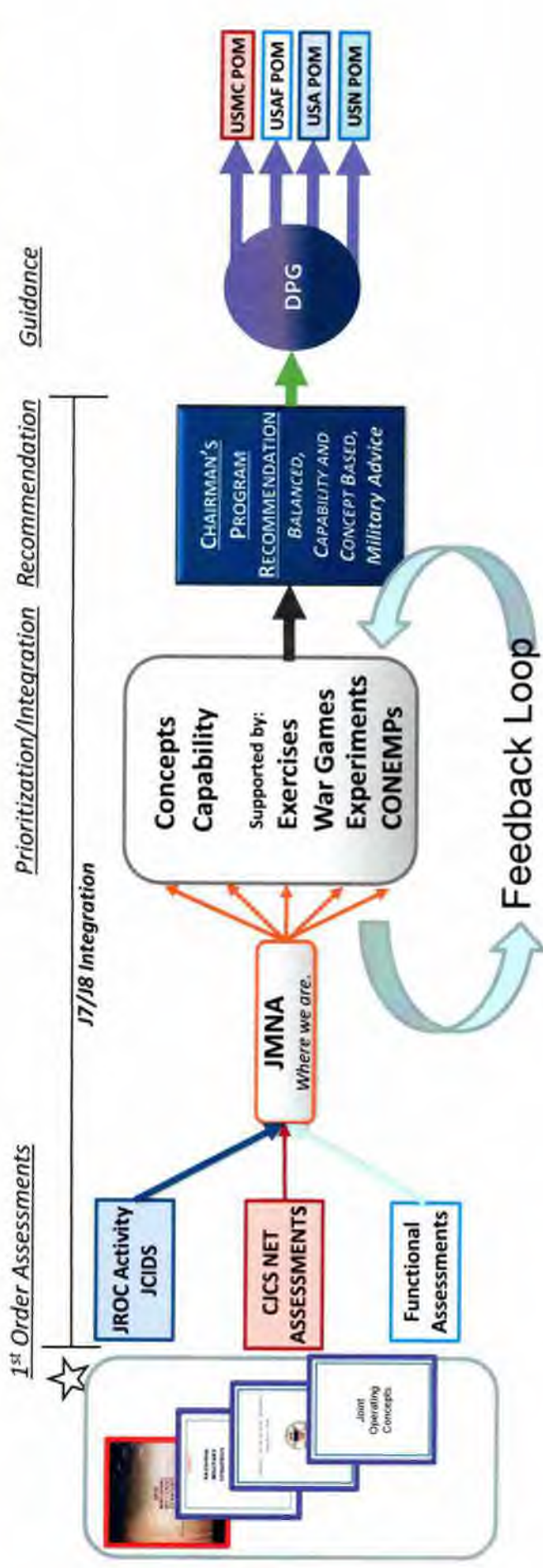
Current  
Risk



Future  
Risk



# Joint Concept Driven, Threat Informed, Capability Development



JMNA = Joint Military Net Assessment  
CCJO = Capstone Concept for Joint Ops  
DPG = Defense Planning Guidance  
NMS = National Military Strategy  
POM = Program Objective Memorandum

## ***Asymmetric Advantage through Globally Integrated Operations***

- **Who owns the Risk?**
- **What functions must be coordinated between “Global” COCOMs, Geographic COCOMs and the Global Integrator? (“GOCOMS”?)**
- **Will “horizontal coordination” work?**
- **What are our Centers of Gravity?**
- **How do we create *military capability at the speed of relevance*?**
- **Are current program and process sufficient? (*How do we weight capacity vs. capability?*)**
- **How do we balance *current* and *future* risk?**
- **What are the roles of exercises?**
- **How does *PME* change?**
- **How radically is the *character of war* changing? Is the *nature of war* changing?**



**How do you weight the imperative for globally integrated ops?  
What is the pre-mortem?**



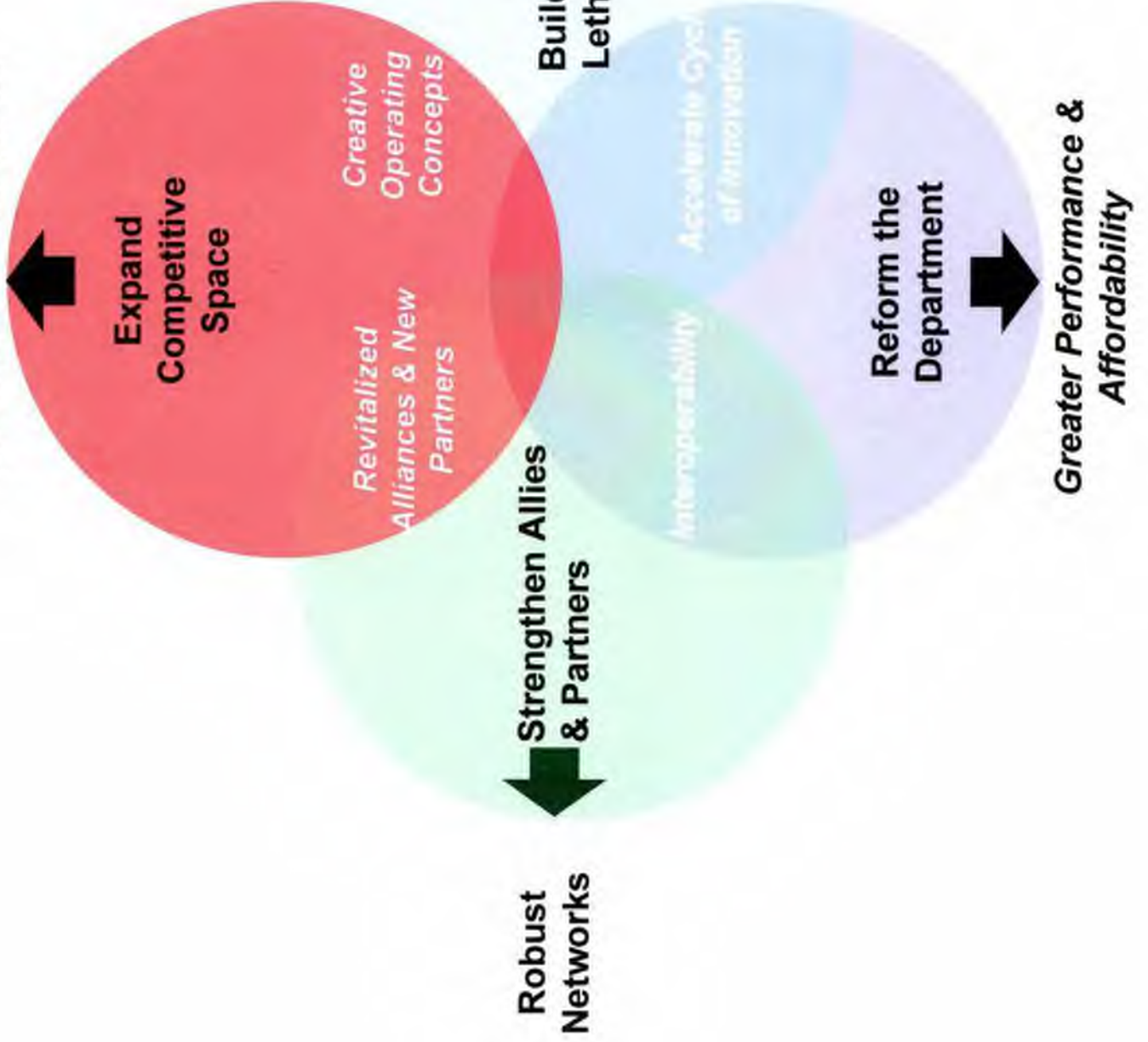
**“In just a few years, if we do not change our trajectory, we will lose our qualitative and quantitative competitive advantage.”**

**JOSEPH F. DUNFORD**  
General, U.S. Marine Corps  
Chairman of the Joint Chiefs of Staff



**Generate U.S. Advantage  
& Adversaries Dilemmas**

***Strategic  
Approach***



**Robust  
Networks**

**Strengthen Allies  
& Partners**

**Build a More  
Lethal Force**

**Military  
Advantage**

**Greater Performance &  
Affordability**

**Reform the  
Department**

**Expand  
Competitive  
Space**

**Revitalized  
Alliances & New  
Partners**

**Accelerate Cycle  
of Innovation**

**Interoperability**

**Creative  
Operating  
Concepts**

# *Globally Integrated Operations*

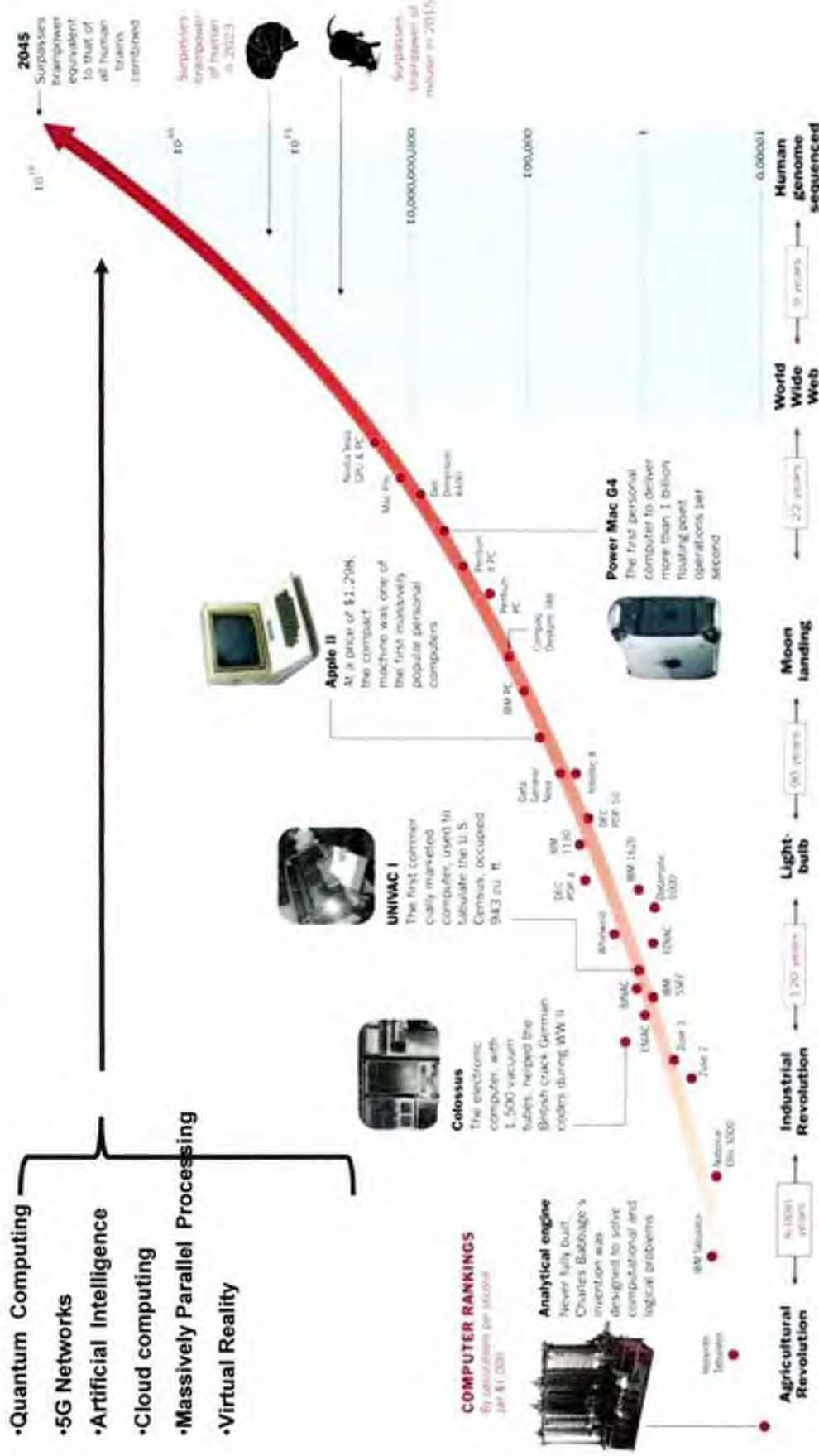




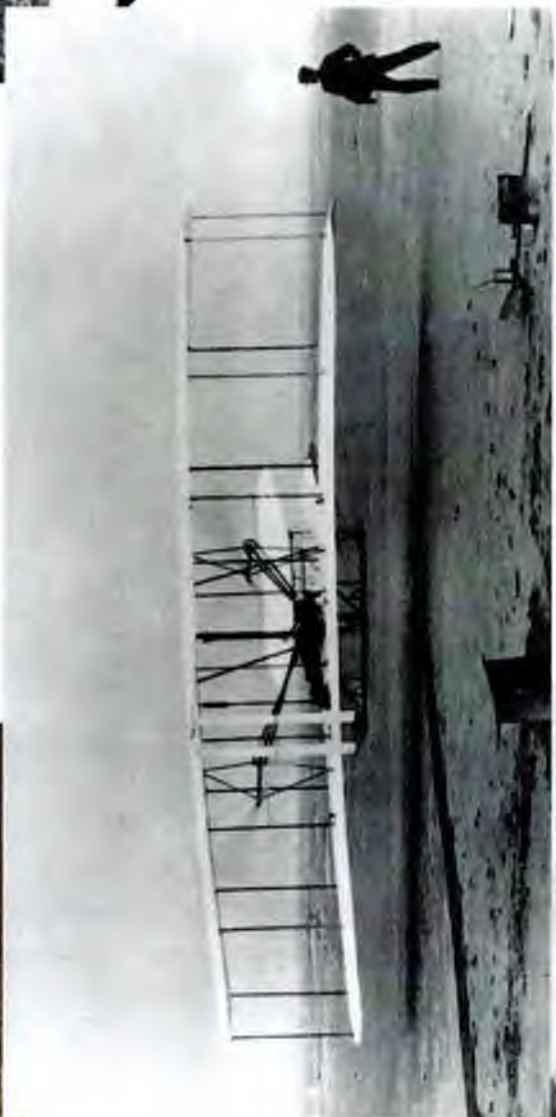
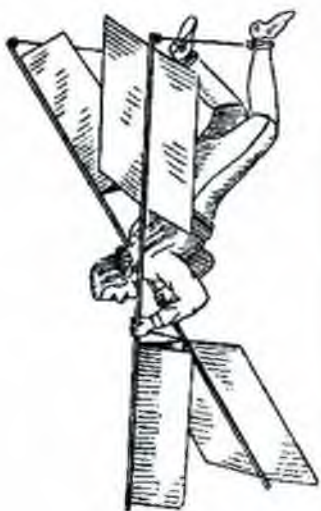
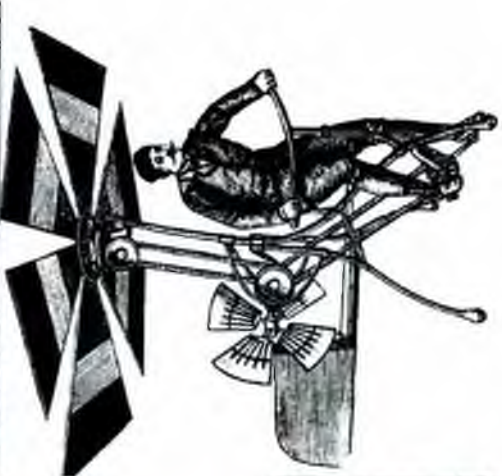
# Accelerating Pace of Change

*The emerging information age affects each of the military threats we face...and all of them. It is a rising tide that lifts all boats...including our own.*

- Quantum Computing
- 5G Networks
- Artificial Intelligence
- Cloud computing
- Massively Parallel Processing
- Virtual Reality



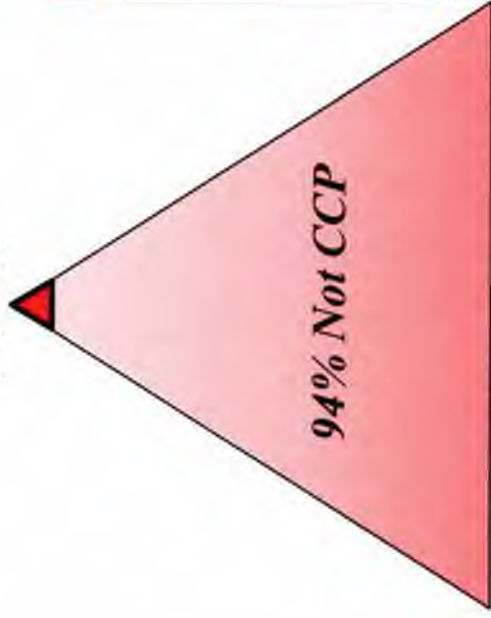




# China: Growth Without Freedom

The People's Republic of China (PRC) ...

6% CCP



Total Population: 1,393,686,493





# **Backups**





## Details

### Overview

<b>Classification</b> Unclassified	<b>NATO Classification</b>	<b>Dissemination</b>	<b>Tag Priority</b> Green
<b>Subject</b> Assymetric Threats Symposium, 17 Oct 2018		<b>Level Of Request</b> Initial	<b>Type Of Request</b> Search

**Summary**  
Assymetric Threats Symposium, 17 Oct 2018

### Keyword

### Originator

Originator	Reference Number	Date	Name	Phone
Washington Headquarters	19-F-0372	12/20/2018		

### Request Dates

Staff Current	Staff Original	FOIA Current	FOIA Original	External Current	External Original
11/05/2020	12/20/2018	11/19/2020	12/20/2018	11/30/2020	12/20/2018

### Completion Data

Number of Pages	How Completed	Date Completed	Who Completed
-----------------	---------------	----------------	---------------

### Completion Notes

## Organization

**Assignee - Division/Branch/Action Officer**  
 /Information Management Division (IMD)/Joint Staff  
 Declassification Branch ((b)(6))

**Action Officer**  
 ((b)(6))

### Staff Approver List

Date	Decision	Approver	Title
		/Information Management Division (IMD)/Joint Staff Declassification Branch (JSDB)/FOIA Civilian/Approver	
		/Information Management Division (IMD)/Joint Staff Declassification Branch (JSDB)/Approver	
		/Information Management Division (IMD)/Approver	

### Assignment History

By Who	When	Action	Before	After
((b)(6))	01/08/2019 10:43	Assign	null	/Information Management Division (IMD)/Joint Staff Declassification Branch ((b)(6))
((b)(6))	01/31/2020 12:20	Request Reassignment	/Information Management Division (IMD)/Joint Staff Declassification Branch ((b)(6))	null
((b)(6))	11/04/2020 9:22	Request Reassignment	/Information Management Division (IMD)/Joint Staff Declassification Branch ((b)(6))	null
((b)(6))	11/04/2020 9:25	Assign	/Information Management Division (IMD)/Joint Staff Declassification Branch ((b)(6))	/Information Management Division (IMD)/Joint Staff Declassification Branch ((b)(6))



## Attachments

Documents			
Document Name	Master Document Category	Date Created	Creator
Tasker.pdf	Tasker	12/27/2018 14:13	(b)(6)
19-F-0372 Request.pdf		01/08/2019 10:55	(b)(6)
J-7 Response.pdf		01/25/2019 13:55	(b)(6)
J-7 Form 472.pdf		01/25/2019 13:55	(b)(6)
Follow up Question.pdf		01/28/2019 8:12	(b)(6)
Document for Review - CLEAN.pdf		01/31/2019 11:13	(b)(6)
Document for Review - J7 REDACTIONS.pdf		01/31/2019 11:14	(b)(6)
J-7 explanation for redactions.msg.pdf		09/03/2020 13:06	(b)(6)
Form 2086.pdf		09/21/2020 13:29	(b)(6)
Document for Review-WORKING.pdf	Document for Review	10/14/2020 9:42	(b)(6)
Form 472-Signed.pdf	Form 472	10/14/2020 10:44	(b)(6)
LC separate guidance.pdf		11/05/2020 14:33	(b)(6)

## Notes

Notes			
Subject	Details	Author	Date
For J-7 & PA Search	Pls coordinate searches w/ J-7 and PA.	(b)(6)	01/08/2019 10:42
Staff Approver deleted	[/Information Management Division (IMD) /Approver] was removed from Staff Approval Routing	(b)(6) (System)	01/08/2019 10:42
New Coordination	New Coordination has started by (b)(6)	System	01/08/2019 11:06
J-7 & J-PA Coordination- 1/8/2019	J-7 and J-PA tasked for SEARCH	(b)(6)	01/08/2019 11:07
J-7 Response- 1/24/2019	J-7 loaded 21 documents into JSAP for 18-00380, documents are responsive for both FOIA 18-00381 and 18-00380	(b)(6)	01/25/2019 13:55
Follow Up- 1/28/2019	Please see "Follow up question"	(b)(6)	01/28/2019 8:13
J-PA Update- 1/31/2019	Requested an update	(b)(6)	02/01/2019 13:03

Notes			
Subject	Details	Author	Date
2.0 Develop Response Comments	Reassign to (b)(6)	(b)(6)	01/31/2020 12:20
Under review with AO	null	(b)(6)	08/13/2020 6:55
Staff Approver deleted	[/Information Management Division (IMD) /Approver] was removed from Staff Approval Routing	(b)(6) (System)	08/31/2020 12:20
Emailed J-7, (b)(6) for clarification for redactions 08/31/2020	(b)(6)  (b)(6)	(b)(6)	08/31/2020 13:15
Emailed (b)(6) for the GS15/06 Approver name and number	null	(b)(6)	09/03/2020 13:25
Emailed (b)(6) again requesting an update	null	(b)(6)	09/16/2020 14:04
New Coordination	New Coordination has started by (b)(6)	System	09/21/2020 13:59
Coordination for LC. Sent: 09/21/2020 Suspend: 10/05/2020	For Legal Counsel. This is a FOIA search request. Please conduct a legal review of this FOIA action, indicating concur / non-concur. (b)(6)  Request is for all communications regarding the participation of military officials in the CSP-co-hosted symposium on "asymmetric threats" held on October 17, 2018. IMD/DB, J-7, and J-PA conducted a search for these records, J-7 found them.  Document is 100 pages long, Unclassified, Titled: Asymmetric Threat Symposium XI, 17 Oct 2018. The eleventh symposium in the Asymmetric Threat Symposium series addresses solutions and innovations to deter war and protect the nation and its allies from threats that are expanded in complexity, sophistication, deniability, damage, and lethality.	(b)(6)	09/21/2020 14:00
LC Response	(b)(5)	(b)(6)	10/09/2020 11:51



**Notes**

Subject	Details	Author	Date
	(b)(5)		
FOIA for approval (grant in part) (100 pages)	(b)(5)	(b)(6)	10/14/2020 10:48
	This FOIA is similar to FOIA-18-00381		
3.0 Staff Approval Comments	1. Remove (b)(6) redactions for Marine Corps personnel. 2. Add documents for the part of the request that asks for processing records. 3. Re-name the file Form 472-Signed to Form 472. (b)(5)	(b)(6)	11/03/2020 11:09
2.0 Develop Response Comments	Need to re-assign to (b)(6)	(b)(6)	11/04/2020 9:22
Guidance received. Will begin working on it	null	(b)(6)	11/04/2020 13:17

**Audit**

**Audit Trail**

Date	Activity Name	Action Taken	User Name	Message
12/27/2018 14:13	1.0 Create/Assign	Added Attachment 'Tasker.pdf'	(b)(6)	
12/27/2018 14:13	1.0 Create/Assign	Form Saved	(b)(6)	
01/08/2019 10:42	1.0 Create/Assign	Form Saved	(b)(6)	
01/08/2019 10:42	1.0 Create/Assign	Form Saved	(b)(6)	



**Audit Trail**

Date	Activity Name	Action Taken	User Name	Message
01/08/2019 10:42	1.0 Create/Assign	Form Saved	(b)(6)	
01/08/2019 10:43	1.0 Create/Assign	Work Item Complete, Assign	(b)(6)	Assigned to (b)(6)
01/08/2019 10:43	1.0 Create/Assign	Form Saved	(b)(6)	
01/08/2019 10:55	2.0 Develop Response	Added Attachment '19-F-0372 Request.pdf'	(b)(6)	
01/08/2019 10:56	2.0 Develop Response	Added Attachment 'Adobe Redaction Guidance.pdf'	(b)(6)	
01/08/2019 10:56	2.0 Develop Response	Added Attachment 'MDR - FOIA Exemptions.pdf'	(b)(6)	
01/08/2019 11:02	2.0 Develop Response	Added Attachment 'Form 472.pdf'	(b)(6)	
01/08/2019 11:02	2.0 Develop Response	Form Saved	(b)(6)	
01/08/2019 11:03	2.0 Develop Response	Form Saved	(b)(6)	
01/08/2019 11:04	2.0 Develop Response	Form Saved	(b)(6)	
01/08/2019 11:04	2.0 Develop Response	Form Saved	(b)(6)	
01/08/2019 11:04	2.0 Develop Response	Form Saved	(b)(6)	
01/08/2019 11:06	2.0 Develop Response	[Coordination] Assigned	(b)(6)	[Main Task] (Task 9317 Matrix) Sub-task(s) are assigned
01/08/2019 11:06	2.0 Develop Response	[Coordination] Assigned	(b)(6)	[Subtask 9317-01] Sub-task(s) are assigned to MILSEC J-7
01/08/2019 11:06	2.0 Develop Response	[Coordination] Assigned	(b)(6)	[Subtask 9317-02] Sub-task(s) are assigned to MILSEC PA
01/08/2019 11:07	2.0 Develop Response	Form Saved	(b)(6)	
01/08/2019 11:07	2.0 Develop Response	Form Saved	(b)(6)	
01/08/2019 12:16	2.0 Develop Response	[Coordination] Assigned	(b)(6)	[Subtask 9317-02A] Sub-task(s) are assigned to (b)(6)
01/09/2019 10:08	2.0 Develop Response	[Coordination] Assigned	(b)(6)	[Subtask 9317-01A] Sub-task(s) are assigned to Directors Action Group (DAG)

**Audit Trail**

Date	Activity Name	Action Taken	User Name	Message
01/24/2019 13:49	2.0 Develop Response	[Coordination] Responded	(b)(6)	[Subtask 9317-01A] [Concur with Comment] Attached files (21) with redaction per instructions. This FOIA is duplicative of FIOA-18-00381.
01/25/2019 8:51	2.0 Develop Response	Form Saved	(b)(6)	
01/25/2019 11:17	2.0 Develop Response	Form Saved	(b)(6)	
01/25/2019 13:55	2.0 Develop Response	Added Attachment 'J-7 Response.pdf'	(b)(6)	
01/25/2019 13:55	2.0 Develop Response	Added Attachment 'J-7 Form 472.pdf'	(b)(6)	
01/25/2019 13:55	2.0 Develop Response	Form Saved	(b)(6)	
01/25/2019 13:55	2.0 Develop Response	Form Saved	(b)(6)	
01/25/2019 13:56	2.0 Develop Response	Form Saved	(b)(6)	
01/28/2019 8:12	2.0 Develop Response	Added Attachment 'Follow up Question.pdf'	(b)(6)	
01/28/2019 8:13	2.0 Develop Response	Form Saved	(b)(6)	
01/28/2019 8:13	2.0 Develop Response	Form Saved	(b)(6)	
01/28/2019 8:13	2.0 Develop Response	Form Saved	(b)(6)	
01/31/2019 8:22	2.0 Develop Response	Form Saved	(b)(6)	
01/31/2019 8:24	2.0 Develop Response	[Coordination] Comment	(b)(6)	[Subtask 9317-02A] Good morning, I was wondering if you could provide me with an update for this tasker? Please let me know if you have any questions or concerns. Thank you. (b)(6) Branch (b)(6) (b)(6)
01/31/2019 8:24	2.0 Develop Response	Form Saved	(b)(6)	
01/31/2019 8:25	2.0 Develop Response	Form Saved	(b)(6)	



## Audit Trail

Date	Activity Name	Action Taken	User Name	Message
			CTR	
01/31/2019 8:30	2.0 Develop Response	Form Saved	(b)(6)	
01/31/2019 11:13	2.0 Develop Response	Added Attachment 'Document for Review - CLEAN.pdf'	(b)(6)	
01/31/2019 11:14	2.0 Develop Response	Added Attachment 'Document for Review - J7 REDACTIONS.pdf'	(b)(6)	
01/31/2019 11:14	2.0 Develop Response	Form Saved	(b)(6)	
02/01/2019 13:01	2.0 Develop Response	Added Attachment 'Document for Review.pdf'	(b)(6)	
02/01/2019 13:01	2.0 Develop Response	Form Saved	(b)(6)	
02/01/2019 13:02	2.0 Develop Response	Form Saved	(b)(6)	
02/01/2019 13:03	2.0 Develop Response	Form Saved	(b)(6)	
02/01/2019 13:04	2.0 Develop Response	Form Saved	(b)(6)	
07/26/2019 13:19	2.0 Develop Response	[Coordination] Responded	(b)(6)	[Subtask 9317-02A] [Concur]
01/31/2020 12:19	2.0 Develop Response	Form Saved	(b)(6)	Reassign to (b)(6) (b)(6)
01/31/2020 12:19	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
01/31/2020 12:20	2.0 Develop Response	Form Saved	(b)(6)	Reassign to (b)(6) (b)(6)
05/21/2020 14:57	2.0 Develop Response	Form Saved	(b)(6)	
05/21/2020 14:58	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
05/21/2020 14:58	2.0 Develop Response	Form Saved	(b)(6)	
05/28/2020 12:33	2.0 Develop Response	Form Saved	(b)(6)	
05/28/2020 12:33	2.0 Develop Response	Form Saved	(b)(6)	
07/09/2020 12:23	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
07/09/2020 12:24	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
08/10/2020 7:59	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)



### Audit Trail

Date	Activity Name	Action Taken	User Name	Message
				SJS/IMD
08/13/2020 6:55	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
08/13/2020 6:55	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
08/31/2020 10:31	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
08/31/2020 10:39	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
08/31/2020 11:34	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
08/31/2020 12:04	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
08/31/2020 12:20	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
08/31/2020 12:41	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
08/31/2020 12:47	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
08/31/2020 13:09	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
08/31/2020 13:15	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
08/31/2020 13:15	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
08/31/2020 13:16	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
09/03/2020 13:03	2.0 Develop Response	Added Attachment 'J-7 explanation for redactions. msg'	(b)(6)	
09/03/2020 13:04	2.0 Develop Response	Deleted Attachment 'J-7 explanation for redactions. msg'	(b)(6)	
09/03/2020 13:05	2.0 Develop Response	Deleted Attachment 'Adobe	(b)(6)	

### Audit Trail

Date	Activity Name	Action Taken	User Name	Message
		Redaction Guidance.pdf	DOM SJS/IMD	
09/03/2020 13:06	2.0 Develop Response	Deleted Attachment 'MDR - FOIA Exemptions.pdf'	(b)(6)	
09/03/2020 13:06	2.0 Develop Response	Added Attachment 'J-7 explanation for redactions.msg.pdf'	(b)(6)	
09/03/2020 13:07	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
09/03/2020 13:11	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
09/03/2020 13:13	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
09/03/2020 13:25	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
09/03/2020 13:25	2.0 Develop Response	'Delegation' has been completed	(b)(6) CTR JS DOM SJS/IMD	Delegated to (b)(6) (b)(6) CTR JS DOM SJS/IMD
09/16/2020 14:04	2.0 Develop Response	'Delegation' has been completed	(b)(6) CTR JS DOM SJS/IMD	Delegated to (b)(6) (b)(6)
09/21/2020 13:19	2.0 Develop Response	Added Attachment 'Form 472.pdf'	(b)(6)	
09/21/2020 13:22	2.0 Develop Response	Added Attachment 'Document for Review-WORKING.pdf'	(b)(6)	
09/21/2020 13:25	2.0 Develop Response	Deleted Attachment 'Document for Review.pdf'	(b)(6)	
09/21/2020 13:30	2.0 Develop Response	Added Attachment 'Form 2086.pdf'	(b)(6)	
09/21/2020 13:31	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
09/21/2020 13:34	2.0 Develop Response	[Coordination] Closed	(b)(6)	[Subtask 9317-01] Received coordination response in task ID: 9317-01A
09/21/2020 13:34	2.0 Develop Response	'Delegation' has been completed	(b)(6)	Delegated to (b)(6) (b)(6)
09/21/2020 13:35	2.0 Develop Response	[Coordination] Closed	(b)(6)	[Subtask 9317-02] Received coordination response in task ID: 9317-02A
09/21/2020 13:35	2.0 Develop Response	[Coordination] Closed	(b)(6)	[Main Task] (Task 9317



### Audit Trail

Date	Activity Name	Action Taken	User Name	Message
			DOM SJS/IMD	Matrix)
09/21/2020 13:35	2.0 Develop Response	[Coordination] Start New Coord	(b)(6)	The ability to start a new coordination request has been processed.
09/21/2020 13:35	2.0 Develop Response	Form Saved	(b)(6)	
09/21/2020 13:57	2.0 Develop Response	Form Saved	(b)(6)	
09/21/2020 13:57	2.0 Develop Response	Form Saved	(b)(6)	
09/21/2020 13:57	2.0 Develop Response	Form Saved	(b)(6)	
09/21/2020 13:59	2.0 Develop Response	[Coordination] Assigned	(b)(6)	[Main Task] (Task 17962 Matrix) Sub-task(s) are assigned
09/21/2020 13:59	2.0 Develop Response	[Coordination] Assigned	(b)(6)	(b)(5)
09/21/2020 14:00	2.0 Develop Response	Form Saved	(b)(6)	
09/21/2020 14:00	2.0 Develop Response	Form Saved	(b)(6)	
09/24/2020 12:30	2.0 Develop Response	[Coordination] Assigned	(b)(6)	[Subtask 17962-01A] Sub-task(s) are assigned to (b)(6) (b)(6)
09/24/2020 14:50	2.0 Develop Response	[Coordination] Responded	(b)(6)	(b)(5)
10/09/2020 11:50	2.0 Develop Response	Form Saved	(b)(6)	
10/09/2020 11:50	2.0 Develop Response	Form Saved	(b)(6)	
10/09/2020 11:51	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 9:42	2.0 Develop Response	Added Attachment 'Document for Review-WORKING.pdf'	(b)(6)	
10/14/2020 9:44	2.0 Develop Response	Added Attachment 'Form 472.pdf'	(b)(6)	





**Audit Trail**

Date	Activity Name	Action Taken	User Name	Message
10/14/2020 9:46	2.0 Develop Response	Added Attachment 'Form 472-Signed.pdf'	(b)(6)	
10/14/2020 9:46	2.0 Develop Response	Deleted Attachment 'Form 472.pdf'	(b)(6)	
10/14/2020 10:14	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:40	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:41	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:41	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:45	2.0 Develop Response	Added Attachment 'Form 472-Signed.pdf'	(b)(6)	
10/14/2020 10:45	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:45	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:47	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:47	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:47	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:47	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:48	2.0 Develop Response	[Coordination] Closed	(b)(6)	[Subtask 17962-01] Cancelling to complete task
10/14/2020 10:48	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:48	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:48	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:48	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:49	2.0 Develop Response	[Coordination] Closed	(b)(6)	[Main Task] (Task 17962 Matrix)
10/14/2020 10:49	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:49	2.0 Develop Response	Form Saved	(b)(6)	
10/14/2020 10:49	2.0 Develop Response	Work Item Complete, Submit for Approval	(b)(6)	Assigned to (b)(6)
11/03/2020 11:09	3.0 Staff Approval	Work Item Complete, Rework	(b)(6)	Assigned to (b)(6)

### Audit Trail

Date	Activity Name	Action Taken	User Name	Message
				(b)(6) Comment:1. Remove (b)(6) redactions for Marine Corps personnel. 2. Add documents for the part of the request that asks for processing records. 3. Re-name the file Form 472-Signed to Form 472. 4. (b)(5)
				(b)(5)
11/03/2020 11:09	3.0 Staff Approval	Form Saved	(b)(6)	1. Remove (b)(6) redactions for Marine Corps personnel. 2. Add documents for the part of the request that asks for processing records. 3. Re-name the file Form 472-Signed to Form 472. 4. (b)(5)
				(b)(5)
11/04/2020 9:22	2.0 Develop Response	Form Saved	(b)(6)	Need to re-assign to (b)(6)
11/04/2020 9:23	2.0 Develop Response	Work Item Complete, Request Reassignment	(b)(6)	Assigned to /JSAP/Information Management Division (IMD) (b)(6) (b)(6) Comment:Need to re-assign to (b)(6)
11/04/2020 9:25	1.0 Create/Assign	Work Item Complete, Assign	(b)(6)	Assigned to (b)(6)
11/04/2020 9:25	1.0 Create/Assign	Form Saved	(b)(6)	
11/04/2020 13:17	2.0 Develop Response	Form Saved	(b)(6)	
11/04/2020 13:17	2.0 Develop Response	Form Saved	(b)(6)	
11/05/2020 14:33	2.0 Develop Response	Added Attachment 'LC separate guidance.pdf'	(b)(6)	

Audit Trail				
Date	Activity Name	Action Taken	User Name	Message
11/05/2020 15:31	2.0 Develop Response	Form Saved	(b)(6)	
11/05/2020 15:34	2.0 Develop Response	Form Saved	(b)(6)	