



## Curriculum Vitae

For **George Galdorisi**

fiction, non-fiction, national media, and professional journals  
expertise: military strategy, operations, tactics, and technology

# GEORGE GALDORISI

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**Work:**

SPAWAR Systems Center Pacific  
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## WRITING Profile

### Professional Writer

### Presently

Decades-long career writing and publishing works of fiction and non-fiction, a wide-range of articles in national media, and papers appearing in conference proceedings. Thirteen books published by mainstream publishers, including the *New York Times* best seller, *Tom Clancy Presents: Act of Valor*, the novelization of the Bandito Brothers/Relativity Media film and *The Kissing Sailor*, which proved the identity of the two principals in Alfred Eisenstaedt's famous photograph.

My latest project, in collaboration with St. Martin's Press, is a reboot of the *Tom Clancy Op-Center* series. Book one, *Out of the Ashes*, and book two, *Into the Fire*, are both *New York Times*, *USA Today*, and *Publisher's Weekly* best-sellers. Book three, *Scorched Earth*, was released in 2016, and book four, *Dark Zone*, was released in 2017. My last four novels, released as mass market paperbacks, have all been *New York Times* best-sellers.

These book length-projects build on an additional body of work including over three-hundred articles in national and international media, including newspapers, professional journals, popular magazines, and conference proceedings. Additionally, I have presented over one-hundred papers at a wide array of national and international professional conferences.

This work has been recognized with numerous writing awards, including the Navy League of the United States Alfred Thayer Mahan Award for Literary Achievement, the Military Writer's Society Award for fiction and non-fiction, the Surface Navy Association Author of the Year, Hook Magazine Contributor of the Year, as well as a diverse array of literary awards from organizations such as the U.S. Naval Institute, Naval Helicopter Association, Navy League of Australia, Naval Helicopter Historical Society, and Space and Naval Warfare Systems Center San Diego.

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## PROFESSIONAL EXPERIENCE

**Director Strategic Assessments – SPAWAR Systems Center Pacific Presently**  
Direct the efforts of the Space and Naval Warfare Systems Center Pacific's Strategic Assessment and Technical Futures Group. As the U.S. Navy's C4ISR (Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance) Center of Excellence, our organization does leading-edge research into a wide-range of innovative technologies important to the Department of Defense, including artificial intelligence, big data, machine learning, cyber, autonomous systems, robotics, and a host of others across a portfolio of over 1,200 projects at this \$2.8B enterprise. My group is responsible for projecting the future strategic environment (out to 2040), and determining what emerging technologies the DoD should invest in to ensure that the U.S. military has the decisive edge against any adversary.

**Senior Advisor – Center for Security Strategies & Operations 2000-2002**  
Senior Advisor to the Center for Security Strategies and Operations Director: Conceptualized, designed, authored and published Navy, Marine Corps and Coast Guard policy documents utilized by the Secretary of the Navy and the Service's senior officials during Congressional testimony. Developed an extensive network among key Pentagon policy makers and planners and enjoyed unique access to military plans and policies.

**Creative & Technical Advisor – Navy & Marine Corps Information Office 1999-2000**  
Provided creative and technical consultation for a broad range of motion picture and television productions including *Rules of Engagement*, *U-571*, *Men of Honor*, *Pearl Harbor*, *JAG*, *Pensacola Wings of Gold* and others. Developed networks among studios, production companies, and major networks. Marketed concepts to studios and developed media plans for this Los Angeles office.

**Head of Delegation – Sino-U.S. Military Consultations 1998-2000**  
Leader of the United States delegation for navy-to-navy talks with the People's Liberation Army-Navy under the auspices of the Military Maritime Consultative Agreement, the naval component of the omnibus Sino-U.S. military to military engagement program. Led four rounds of talks in Beijing, Qingdao, San Diego and Honolulu and produced the first capstone memorandum of understanding for safe navigation and communications between the two navies during operations at sea.

**Chief of Staff, Commander, Cruiser-Destroyer Group THREE 1995-2000**  
Second in command – COO equivalent – for two navy carrier battle groups each comprising over 20 individual units and over 8000 people. Key participant in strikes against Iraq in 1996 and strikes against Afghanistan in 1998. Intimately familiar with joint and combined operations across all branches of the U.S. military and allied forces.

**Commander, Amphibious Squadron SEVEN 1993-1995**  
Commander – CEO equivalent – for a fourteen ship squadron employing over 6000 people and managing an \$80 million a year budget. Ships commanded ranged the globe conducting high-tempo operations literally in the world's seven seas. During latter portion

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of this tour, streamlined the squadron into a five-ship attack squadron and deployed to the Arabian Gulf in support of combat operations there.

**Commanding Officer, USS CLEVELAND (LPD 7) 1992-1993**

Commander – CEO equivalent – of a large, complex, command ship with a core crew of 400 and a Marine Corps complement of over 600. Conducted two counter-narcotics deployments and participated in two major cocaine busts. Conducted several major exercises with the Columbian navy and spent considerable time in country with Columbian drug control forces.

**Commanding Officer, Helicopter Anti-Submarine Squadron 41 1990-1991**

Commanding Officer – CEO equivalent – of a helicopter fleet training squadron responsible for the core production of pilots, aircrewmen and technicians. Annual student throughput of over 80 pilots, 60 aircrewmen, and 300 maintenance technicians. Led over 500 people and managed 20 state-of-the-art helicopters and trainers and an asset base of over \$450 million.

**Executive Officer, USS NEW ORLEANS (LPH 11) 1988-1990**

Second in command – COO equivalent – for an amphibious flagship with a core crew of 700 and with 1200 Marines and two embarked staffs.

**Commanding Officer, Helicopter Anti-Submarine Squadron 43 1987-1988**

Commanding Officer – CEO equivalent – for the first fleet squadron deploying state-of-the-art LAMPS Mk III helicopters aboard surface ships.

**Executive Officer, Helicopter Anti-Submarine Squadron 43 1985-1986**

Second in command – COO equivalent – for a new fleet helicopter squadron. Built the squadron from the ground up.

**Anti-submarine Warfare Officer, Cruiser-Destroyer Group Three 1983-1984**

Deployed to the Western Pacific in USS Kitty Hawk.

**Operations Officer, Helicopter Anti-Submarine Squadron 41 1982-1983**

Part of the initial cadre for the Navy's first LAMPS MKIII squadron.

**Test Director, LAMPS MK III Program Office, Washington, D.C. 1981-1982**

Designed and implemented the \$1.2 billion test and evaluation program for the LAMPS MK III Program coordinating the efforts of over a dozen military agencies, four prime contractors and over 30 subcontractors.

**Student, Naval War College, Newport, Rhode Island 1980-1981**

Research associate at the Center for Advanced Research.

**Operations Officer, Helicopter Anti-Submarine Squadron 32 1977-1980**

Responsible for the training and operations of a 12 aircraft squadron.

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**Student, Naval Postgraduate School, Monterey, CA** **1975-1977**  
Graduated with distinction with MS in Oceanography.

**Detachment Officer in Charge, Helicopter Squadron 16** **1972-1975**  
Officer-in-Charge of a three-helicopter detachment.

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## **EDUCATIONAL BACKGROUND**

MIT Sloan School, Program for Senior Executives	1991-1991
Naval War College, College of Naval Warfare	1989-1990
University of San Diego, M.A. in International Relations	1987-1988
Naval War College, College of Command and Staff	1980-1981
Naval Postgraduate School, M.S in Oceanography	1975-1977
United States Naval Academy, B.S. in Mathematics	1966-1970

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## HONORS

Awarded the Navy Meritorious Civilian Service Award for performance at Space and Naval Warfare Systems Center, San Diego.

Received the Department of Defense Technical Cooperation Program Achievement Award "In recognition of excellence in collaborative research and operations analysis of coalition network-centric maritime warfare."

Received the Naval Helicopter Association's Lifelong Service Award. Continue to serve as NHA trustee.

Winner of the Admiral John Hayward Award as the top graduate of the Naval War College, College of Continuing Education.

Selected as Navy Federal Executive Fellow at the *Center for Strategic and International Studies*, Washington, D.C. Did not attend due to slating for sequential sea command.

Selected as Navy Federal Executive Fellow at the *Council on Foreign Relations*, New York. Did not attend due to slating for major sea command.

Received the Naval Helicopter Association's Service to NHA Award in. Elected NHA Director and NHA Trustee.

Selected in for the Admiral Arthur Moreau Fellowship for Post Masters Study in International Relations. Did not attend due to slating for sequential squadron command.

University of San Diego: Graduated with Honors. Published excerpts from Independent Study Paper in the *Naval War College Review*.

Naval War College: Fellow at the Center for Advanced Research. Graduated with Highest Distinction.

Naval Postgraduate School: Superintendent's List and Honors in Oceanography. Published thesis excerpts in *Naval Institute Proceedings*.

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## WRITING AWARDS

2017 – Navy League of Australia's Annual Essay Competition, Award Winner for the article, "A Navy for a Dangerous Neighborhood."

2016 – Space and Naval Warfare Systems Center Pacific **Publication of the Year Award** for Non-Technical Documents for the *Naval Engineer's Journal* article, "Distributed Lethality, Command and Control Software Engineering, and Navy Laboratories," (with Bill Bonwitt, Kurt Rothenhaus and Anna Stang).

2016 – Space and Naval Warfare Systems Center Pacific Distinguished Publications Award for Conference Proceedings for the paper, "Heterogeneous Autonomous Mobile Maritime Expeditionary Robots" (with Vladimir Djapic, Anthony Jones, and Michael Ouimet).

2016 – Surface Navy Association Literary Award for **Best Professional Article** addressing surface navy issues for the *U.S. Naval Institute Proceedings* article, "A Potent One-Two Punch."

2016 – Navy League of Australia's Annual Essay Competition, Award Winner for the article, "Dealing with Two Superpowers: Australia Must Understand What China and the United States *Want*."

2016 – Space and Naval Warfare Systems Center Pacific Distinguished Publications Award for Non-Technical Conference Proceedings for the paper, "Rite Acquisition for Navy C2" (with Amanda George and Michael Morris).

2016 – Space and Naval Warfare Systems Center Pacific Distinguished Publications Award for Non-Technical Conference Proceedings for the paper, "How to Populate the DoD App Store with Navy Software Products" (with Amanda George and Michael Morris).

2016 – Space and Naval Warfare Systems Center Pacific Publications Award for Non-Technical Conference Proceedings for the paper, "Optimizing the Human Element in the Age of Autonomy" (with Vladimir Djapic, Jennifer Pels, Olida Rodas, and Rachel Volner).

2016 – Space and Naval Warfare Systems Center Pacific Publications Award for Non-Technical Conference Proceedings for the paper, "The Undersea Constellation: The Leading Edge of the Joint Information Environment," (with LorRaine Duffy, Stephanie Hsieh and Rachel Volner).

2016 – Space and Naval Warfare Systems Center Pacific Publications Award for Non-Technical Conference Proceedings for the paper "Is there a Future for Military Autonomous Systems?"



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2015 – Navy League of Australia's Annual Essay Competition, **First Place Award Winner** for the Professional Category for the article, “Defending Our Neighborhood: Can We Guard Australia’s Maritime Frontier.”

2015 – Space and Naval Warfare Systems Center Pacific Distinguished Publications Award for Non-Technical Conference Proceedings for the conference paper, "DoD Application Store: Enabling C2 Agility" (with Amanda George, Michael Morris, and Matthew O'Neil).

2015 – Space and Naval Warfare Systems Center Pacific Distinguished Publications Award for Non-Technical Conference Proceedings for the conference paper, "Unmanned Aerial Systems: The Maritime Domain Awareness Imperative" (with Bryan Tollefson and Rachel Volner).

2015 – Space and Naval Warfare Systems Center Pacific Publications Award for the Non-Technical Documents Category for the *Naval Engineers Journal* article, "Heterogeneous Autonomous Mobile Maritime Expeditionary Robots: Maritime Information Dominance" (with Vladimir Djapic).

2014 – Space and Naval Warfare Systems Center Pacific **Publication of the Year Award** for Non-Technical Conference Proceedings for the conference paper, “*Widgets and App Store Enable Agile C2 Quickly and Efficiently*” (with Amanda George, Stephanie Hsieh, Mike Morris and Chris Raney).

2014 – Space and Naval Warfare Systems Center Pacific Distinguished Publications Award for the conference paper, “*Fourth Generation Undersea Warfare: Getting C2 for Undersea Connectivity Right*” (with LorRaine Duffy, Amanda George, Eric Hendricks, Stephanie Hsieh and Miguel San Pedro)

2014 – Space and Naval Warfare Systems Center Pacific Publications Award for the *RUSI Journal* article, “*Getting the Most Out of Our Innovation Training and Simulation for the Future Force*” (with Amanda George)

2014 – Navy League of Australia's Annual Essay Competition Second Place Award Winner for the Professional Category for the article, “*The U.S. Pivot to the Pacific: Is It Real or Is It Memorex?*”

2013 – Military Writers Society of America 2013 **Silver Medal Award Winner** for Thriller/Mystery for *Tom Clancy Presents: Act of Valor*.

2013 – Military Writers Society of America 2013 **Awards Finalist for History** for *The Kissing Sailor*.

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2013 – Space and Naval Warfare Systems Center Pacific Publications Award for contributions to open literature for the article, “Any Sensor, Any Shooter: Toward an Aegis BMD Global Enterprise,” *Joint Forces Quarterly*, October 2012 (with John Morton).

2013 – Space and Naval Warfare Systems Center Pacific Publications Award for contributions to conference proceedings for the paper “We Have an App for That: U.S. Military Use of Widgets and Apps to Increase C2 Agility,” in *Proceedings of the 17th International Command and Control Research and Technology Symposium*, (with Angela Bowers, Amanda George, Stephanie Hsieh, Mike Morris, and Chris Raney).

2013 – Surface Navy Association Literary Award for **Best Professional Article** addressing surface navy issues for the article, “The Aegis BMD Global Enterprise,” *Naval War College Review*, Summer 2012 (with Brad Hicks and Scott Truver).

2012 – Space and Naval Warfare Systems Center Pacific Distinguished Publications Award for contributions to open literature for the article, “The Tipping Point and the Future U.S. Navy Fleet,” *Year in Defense: Naval Edition*, April 2011.

2012 – Space and Naval Warfare Systems Center Pacific Publications Award for contributions to open literature for the article, “Harmonizing Naval C4ISR Suites: The Path Forward in the Face of Budget Stresses,” *RUSI Defence Systems*, Spring 2011 (with Jose Carreno, Stephanie Hsieh and Andrew Sutherland).

2012 – Naval Helicopter Historical Association Mark Starr **Pioneer Literary Award** for contributions to the Naval Helicopter Association, the Naval Helicopter Historical Association and to naval helicopter history.

2011 – Space and Naval Warfare Systems Center Pacific Publications Award for contributions to open literature (with Jose Carreno, Stephanie Hsieh and Andrew Sutherland).

2011 – Navy League of Australia's Annual Essay Competition **First Place Award Winner** for Professional Category for the article, “Australia and AEGIS Ballistic Missile Defence: Preparing for the Indo-Pacific Century,” (with Ed Feege).

2011 – Surface Navy Association Literary Award for **Best Professional Article** addressing surface navy issues for the article, “From Minimal to Optimal” (with Scott Truver).

2010 – *The Hook Magazine* **Contributor of the Year**.

2010 – Navy League of Australia's Annual Essay Competition Award Winner for Professional Category for the article “Australia’s Key Role in the Global Maritime Partnership: Challenges and Opportunities” (with Stephanie Hsieh and Darren Sutton).

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## Curriculum Vitae

2010 – Surface Navy Association Literary Award for **Best Professional Article** addressing surface navy issues for the article, “The Zumwalt-Class Destroyer: A Technology Bridge Shaping the Navy after Next” (with Scott Truver).

2010 – Space and Naval Warfare Systems Center Pacific Publication Award for contributions to technical literature (with Mary Chrysler, Stephanie Hsieh, and Paul Shigley).

2009 – Space and Naval Warfare Systems Center Pacific Publication Award for contributions to conference proceedings (with Stephanie Hsieh).

2003 – Space and Naval Warfare Systems Center San Diego Publication Award for contributions to open literature (with Glenn Osga).

2002 – Space and Naval Warfare Systems Center San Diego Publication Award for contributions to conference proceedings (with Tom Kaye).

1999 – Navy League of the United States – Runner up for Alfred Thayer Mahan Award for Literary Achievement (runner up to Edward Beach).

1993 - Navy League of the United States - **Winner of the Alfred Thayer Mahan Award for Literary Achievement.**

1992 - U.S. Naval Institute - First Honorable Winner in Arleigh Burke Essay Contest in *U.S. Naval Institute Proceedings*.

1991 - U.S. Naval Institute - First Honorable Winner in International Navies Essay Contest in *U.S. Naval Institute Proceedings*.

1989 - Naval Helicopter Association - Award for Best Article on Career Planning and management in *Rotor Review*.

## **WRITING SEMINARS AND COURSES**

San Diego State University Writer’s Conference (fiction and non-fiction panelist)

La Jolla Writer’s Conference (fiction and non-fiction seminar leader)

San Diego Writer’s Ink (fiction and non-fiction seminar leader)

Southern California Writer’s Association (fiction seminar leader)

Coronado Writer’s Workshop (fiction and non-fiction panelist)

“Get Published Now,” Coronado, CA, Adult Education Class (six session course)

## **PUBLISHED BOOKS AND CONTRIBUTIONS TO OTHER BOOKS**

*For Duty and Honor* (forthcoming from Braveship Books, 2018).

*When the Killer Man Comes: Eliminating Terrorists as a Special Operations Sniper* (forthcoming from St. Martin's Press in 2018) (with Paul Martinez).

*The Coronado Conspiracy* (San Diego, CA: Braveship Books, 2017)

*Tom Clancy's Op-Center: Dark Zone* (New York: St. Martin's Press, 2017) (with Jeff Rovin).

*Tom Clancy's Op-Center: Scorched Earth* (New York, St. Martin's Press, 2016) **New York Times, USA Today and Publisher's Weekly best seller.**

"Treaty at a Crossroads," in *The U.S. Naval Institute Study of Naval Cooperation* (Annapolis, MD: U.S. Naval Institute Press, 2015).

*Tom Clancy's Op-Center: Into the Fire* (New York, St. Martin's Press, 2015) (with Dick Couch) **New York Times, USA Today and Publisher's Weekly best seller.**

*Networking the Global Maritime Partnership* (Canberra, Australia, Sea Power Centre – Australia, 2014) (with Stephanie Hsieh, Terry McKearney, and Darren Sutton).

*Tom Clancy's* (New York, St. Martin's Press, 2014) (with Dick Couch) **New York Times, USA Today and Publisher's Weekly best seller.**

*The Kissing Sailor* (Annapolis, Maryland, U.S. Naval Institute Press, 2012) (with Larry Verria) **Amazon and Barnes & Noble best seller.**

*Tom Clancy Presents: Act of Valor* (New York, Penguin, 2012) (with Dick Couch) **New York Times, USA Today and Publisher's Weekly best seller.**

"U.S. Naval Aviation Roles and Missions," in *Airpower at Sea: The Centennial of Naval Aviation* (Tampa, Florida, Faircount Media, 2011).

*Leave No Man Behind: The Saga of Combat Search and Rescue* (Novato, CA, Zenith Press, 2009) (with Tom Phillips).

"Coalition Interoperability: How Much is Enough & How to Quantify It," in *Sea Power: Challenges Old and New* (Sydney, AU: Halstead Press, 2007) (with Darren Sutton).

"Expeditionary and Amphibious Warfare," in *Globalization and Maritime Power* (Washington, DC, National Defense University Press, 2002).

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“Amphibious Assault at the Turn of the Century,” in *The United States Navy* (Washington, D.C., Naval Historical Foundation, 2000).

*Beyond the Law of the Sea: New Directions for United States Oceans Policy* (Westport, CT, Greenwood Press, 1997) (with Kevin Vienna).

“Preserving Freedom of Navigation: U.S. Lessons for the International Community,” in *Ocean Yearbook 1996* (Chicago: Law of the Sea Institute, 1996).

“Emerging Roles for the United States Navy,” *Ocean Yearbook 1995* (Chicago: Law of the Sea Institute, 1995).

*The United States and the 1982 Law of the Sea Convention: The Cases Pro and Con* (Honolulu, Hawaii: Law of the Sea Institute, 1995) (with Doug Bandow).

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## PAPERS PRESENTED

“Providing an Undersea Infrastructure for Energy Replenishment and Data Transfer,” John Hopkins University Applied Physics Laboratory Submarine Technology Symposium: Maximizing Influence from Under the Sea, Baltimore, Maryland, May 12-14, 2018 (with Jose Chavez, LorRaine Duffy, Eric Hendricks, and Pedro Forero).

“Can We Get the Global Network of Navies to Work?” presented at the 2018 Pacific Operational Science and Technology Conference, Honolulu, HI, March 5-9, 2018.

“Fielding Unmanned Systems Warfighters Can Employ: Leveraging Artificial Intelligence to Provide Augmented Intelligence,” presented to the Unmanned Systems West Symposium, San Diego, CA, February 12-13, 2018.

“Designing Unmanned Systems for the Multi-Domain Battle: Accelerating the Adoption of Augmented Intelligence,” presented to the U.S. Army Training and Doctrine Command “Mad Scientist” Speaker Series, January 10, 2018.

“Command and Control (C2) of Cross-Domain Unmanned Vehicles (UxVs): Progress of an Early Prototype, presented at the 22<sup>nd</sup> International Command and Control Research and Technology Symposium, *Frontiers of C2*, Los Angeles, CA, November 6-8, 2017 (with Anthony Jones, Thomas Pastore and Rachel Volner).

“Designing UxS for Military Use: Harnessing AI to Provide Augmented Intelligence,” presented at the 22<sup>nd</sup> International Command and Control Research and Technology Symposium, *Frontiers of C2*, Los Angeles, CA, November 6-8, 2017 (with Raymond Buettner).

“Command and Control for the Global Network of Navies,” presented at the 22<sup>nd</sup> International Command and Control Research and Technology Symposium, *Frontiers of C2*, Los Angeles, CA, November 6-8, 2017 (with Stephanie Hsieh and J.D. Morrison).

“Fielding Unmanned Systems for Distributed Maritime Operations: Leveraging Artificial Intelligence to Provide Augmented Intelligence,” presented at the 2017 CRUSER Warfare Innovation Continuum Workshop: *Combined, Joint, and Coalition Warfare at Sea*, Monterey, CA, September 19-21, 2017.

“Command and Control (C2) to Enable Multi-Domain Teaming of Unmanned Vehicles (UxVs),” presented at the 2017 IEEE/MTS Oceans Conference, Anchorage, Alaska, September 18-21, 2017 (with Anthony Jones and Thomas Pastore)

“Maximizing the Utility of Naval Unmanned Systems,” presented at the 2017 IEEE/MTS Oceans Conference, Anchorage, Alaska, September 18-21, 2017 (with Bryan Tollefson and Rachel Volner).

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“Understanding the Future Undersea Capabilities of Near-Peer Competitors and Their Impact On Our Seabed C3 Systems,” presented at the Submarine Technology Symposium, Baltimore, Maryland, May 9-11, 2017 (with Anna Stang).

“Designing UxS for Military Use: Harnessing AI to Provide Augmented Intelligence,” presented at the Naval Postgraduate School CRUSER TechCon, Monterey, CA, April 11-12, 2017 (with Bryan Tollefson and Rachel Volner).

“The Rise of Autonomous Vehicles: The Impact on Maritime Operations,” presented at the Maritime Security Challenges 2016: Pacific Seapower Conference, Victoria, BC, October 3-6, 2016.

“Access to the Global Commons: How Creeping Jurisdictional Claims Can Lead to Disorder on the Oceans” presented at the 2016 IEEE/MTS Oceans Conference, Monterey, California, September 19-23, 2016.

“Bridging Multiple Autonomous Systems Disciplines,” presented at the 2016 IEEE/MTS Oceans Conference, Monterey, California, September 19-23, 2016 (with Raymond Buettner).

“Heterogeneous Autonomous Mobile Maritime Expeditionary Robots,” presented at the 2016 IEEE/MTS Oceans Conference, Monterey, California, September 19-23, 2016 (with Vladimir Djapic, Anthony Jones and Michael Ouimet).

“We Need an *Undersea* Constellation to Ensure Peace and Stability on the Global Commons,” presented at the 2016 IEEE/MTS Oceans Conference, Monterey, California, September 19-23, 2016 (with LorRaine Duffy and Eric Hendricks).

“Designing Autonomous Systems to Meet Warfighter Needs Today *and* Tomorrow,” presented at the Unmanned Systems West Conference, San Diego, CA, August 30-31, 2016 (with Vladimir Djapic).

“Designing Autonomous Systems for Warfighters: Keeping Humans in the Loop,” presented at the 2016 Mad Scientist Conference: Strategic Security Environment 2050, Washington, D.C., August 8-9, 2016 (with Raymond Buettner).

“The Undersea Constellation: Providing Leap-Ahead Capabilities for the Third Offset Strategy,” presented at the NDIA Joint Undersea Warfare Technology 2016 Spring Conference, San Diego, CA, April 11-13, 2016 (with Rachel Volner).

“The Undersea Constellation,” presented at the 2015 IEEE/Oceans Symposium, Washington, DC, October 19-22, 2015 (with LorRaine Duffy and Rachel Volner).

“The Undersea Constellation: Providing Leap-Ahead Capabilities for the Third Offset Strategy,” presented at the NDIA Joint Undersea Warfare Technology 2015 Fall Conference, Groton, Connecticut, September 22-25, 2015 (with Rachel Volner).

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“Instantiating the Global Maritime Partnership: The “Thousand-Ship Navy”- Now More than Ever,” presented at the 2015 McMullen Naval History Symposium, Combined Naval Operations and Networking Coalition Forces in Recent History panel, Annapolis, Maryland, September 17-18, 2015 (with George Green, Stephanie Hsieh and Kadambari Vyas).

“Winning with Networks in the Undersea Domain,” presented at the 2015 John Hopkins University Applied Physics Laboratory Submarine Technology Symposium: Maximizing Influence from Under the Sea, Baltimore, Maryland, May 12-14, 2015 (with LorRaine Duffy and Stephanie Hsieh).

“Optimizing the Human Element in the Age of Autonomy,” presented at the 2015 Association of Unmanned Vehicle Systems International Symposium, Atlanta, Georgia, May 4-7, 2015 (with Vladimir Djapic, Jennifer Pels, Olida Rodas and Rachel Volner).

“The Undersea Constellation: The Leading Edge of the Joint Information Environment,” presented at the 2015 Spring NDIA Undersea Warfare Conference, Assuring Future Undersea Superiority to Secure Access and Maneuver in the Global Commons, San Diego, CA March 30 to April 1, 2015 (with LorRaine Duffy, Stephanie Hsieh and Rachel Volner).

“Achieving Information Dominance with the Undersea Constellation,” presented at the National Fire Control Symposium, Los Angeles, CA, February 9-11, 2015 (with LorRaine Duffy and Amanda George).

“Operationalizing the Joint Information Environment: Achieving Information Dominance with the Undersea Constellation,” presented at the Joint Undersea Warfare Technology 2014 Fall Conference, Groton, Connecticut, September 22-24, 2014 (with Stephanie Hsieh).

“Unmanned Aerial Systems: The Maritime Domain Awareness Imperative,” presented at the San Diego Fall Unmanned Aircraft Systems Symposium, San Diego, CA, September 10-11, 2014 (with Jennifer Pels, Bryan Tollefson, and Rachel Volner).

“The Undersea Constellation and Information Dominance,” Naval Postgraduate School Menneken Lecture Series, Monterey, CA, July 10, 2014.

“DoD Application Store: Enabling C2 Agility?” presented at the 19th International Command and Control Research and Technology Symposium, C2 Agility: Lessons Learned from Research and Operations, Alexandria, Virginia, June 16-20, 2014 (with Amanda George, Michael Morris and Matthew O’Neil).

“Achieving Information Dominance: Unleashing the Ozone Widget Framework,” presented at the 19th International Command and Control Research and Technology



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Symposium, C2 Agility: Lessons Learned from Research and Operations, Alexandria, Virginia, June 16-20, 2014 (with Kathy Conley et al).

“Chasing Autonomy: How Much is Enough and How Much is Too Much?” presented at the 19th International Command and Control Research and Technology Symposium, C2 Agility: Lessons Learned from Research and Operations, Alexandria, Virginia, June 16-20, 2014 (with Rachel Volner).

“Taking the Next Steps: Moving from “Unmanned” to True Autonomy in Unmanned Aircraft Systems,” presented at the NDIA Undersea Warfare Conference, Supporting and Executing a Game-Changing USW Theater Strategy, San Diego, CA March 25-26, 2014 (with Rachel Volner).

“Unmanned Maritime Systems: Poised for Launch...or Sinking Fast?” presented at the NDIA Undersea Warfare Conference, Supporting and Executing a Game-Changing USW Theater Strategy, San Diego, CA March 25-26, 2014 (with Stephanie Hsieh).

“Chasing Autonomy: Making UAS More Autonomous, Affordable and Obedient,” presented at the Unmanned Aircraft Systems Conference, San Diego, CA, March 11-12, 2014 (with Vladimir Djapic, Jan McGee and Rachel Volner).

“Leveraging Autonomous Systems to Enhance Combined Operational Access,” presented at the Multinational Capability Development Campaign Seminar, Norfolk, Virginia, January 28-30, 2014 (with John Stastny, Bryan Tollefson and Rachel Volner).

“Aligning SPAWAR UAS Research and Initiatives with Warfighter Needs,” presented at the Unmanned Aircraft Systems Symposium, San Diego, California, September 4-6, 2013 (with Nicholas Stroumtsos and Rachel Volner).

“Fourth Generation Undersea Warfare: Getting C2 for Undersea Connectivity Right,” presented at the 18<sup>th</sup> International Command and Control Research and Technology Symposium, *C2 in Underdeveloped, Degraded and Denied Operational Environments*, Alexandria, Virginia, June 18-21, 2013 (with LorRaine Duffy, Amanda George, and Eric Hendricks).

“Mission Composeable C2 in DIL Information Environments using Widgets and App Stores,” presented at the 18<sup>th</sup> International Command and Control Research and Technology Symposium, *C2 in Underdeveloped, Degraded and Denied Operational Environments*, Alexandria, Virginia, June 18-21, 2013 (with Angela Bowers, Amanda George, Stephanie Hsieh, Michael Morris, Chris Raney, and Charles Yetman).

“C2 of Next-Generation Satellites,” presented at the 18<sup>th</sup> International Command and Control Research and Technology Symposium, *C2 in Underdeveloped, Degraded and Denied Operational Environments*, Alexandria, Virginia, June 18-21, 2013 (with Austin Mroczek, and Rachel Volner).

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"We Have an App for That: U.S. Military Use of Widgets and Apps to Increase C2 Agility," presented at the 17<sup>th</sup> International Command and Control Research and Technology Symposium, Fairfax, Virginia, *Operationalizing C2 Agility*, Fairfax, Virginia, June 19-21, 2012 (with Angela Bowers Amanda George, Stephanie Hsieh, Mike Morris, and Chris Raney).

"Taking the Next Step: From 'Unmanned' to True Autonomy," presented at the 17<sup>th</sup> International Command and Control Research and Technology Symposium, Fairfax, Virginia, *Operationalizing C2 Agility*, Fairfax, Virginia, June 19-21, 2012 (with Robin Laird and Rachel Volner).

"More Brains, Less Brawn: Why the Future of Unmanned Systems Depends on Making Them Smarter," presented at the 2012 Consortium for Robotics and Unmanned Systems Education and Research, Monterey, California, 7-10 May 2012.

"Promoting Australia as a Maritime Power: The Significance of the International Law of the Sea, presented at the *2012 Royal Australian Navy Sea Power Conference: The Naval Contribution to National Security and Prosperity*, Sydney, Australia, January 31-February 2, 2012 (with Sam Bateman).

"Making Autonomous Systems Smarter: A Future of Brains over Brawn," presented at the *2012 Common Defense West Symposium: Key Enablers for Coalition Success*, San Diego, CA, January 23-24, 2012 (with John Robey and Rachel Volner).

"Airborne Autonomous Systems: Challenges and Opportunities," presented at American Institute of Aeronautics and Astronautics, 2011 Centennial of Naval Aviation Forum: *100 Years of Achievement and Progress*, Virginia Beach, Virginia, September 20-22, 2011 (with Rachel Volner).

"Navy Combat Search and Rescue: Challenges and Opportunities," presented at American Institute of Aeronautics and Astronautics, 2011 Centennial of Naval Aviation Forum: *100 Years of Achievement and Progress*, Virginia Beach, Virginia, September 20-22, 2011 (with Tom Phillips).

"Networking the Global Maritime Partnership," presented at the *2011 McMullen Naval and Maritime History Symposium*, Annapolis, Maryland September 15-16, 2011 (with Darren Sutton and Stephanie Hsieh).

"U.S. Naval BMD: A Global Approach," presented at 2011 National Fire Control Symposium: *Fire Control: Today, Tomorrow, and Beyond*, Lake Buena Vista, Florida, August 1-4, 2011 (with Frank Anderson, Amanda George, Gary McCown, and Rachel Volner).

"More Brains, Less Brawn: Why The Future of Unmanned Systems Depends on Making Them Smarter," presented at the 16<sup>th</sup> International Command and Control Research and

## GEORGE GALDORISI

### Curriculum Vitae

Technology Symposium, *Collective C2 in Multinational Civil-Military Operations*, Quebec, Canada, June 21-23, 2011 (with Jose Carreno and Rachel Volner).

“Aegis International and Ballistic Missile Defense: A New Interoperability Network,” presented at the 16<sup>th</sup> International Command and Control Research and Technology Symposium, *Collective C2 in Multinational Civil-Military Operations*, Quebec, Canada, June 21-23, 2011 (with Frank Anderson, Amanda George, and Rachel Volner).

“Networking the Global Maritime Partnership,” presented at the 16<sup>th</sup> International Command and Control Research and Technology Symposium, *Collective C2 in Multinational Civil-Military Operations*, Quebec, Canada, June 21-23, 2011 (with Mary Chrysler and Stephanie Hsieh).

“The Aegis Global Enterprise: A “High-End” Maritime Partnership,” presented at *The Twelfth Royal United Services Institute Missile Defence Conference*, London, United Kingdom, June 15-16, 2011.

“Naval Helicopter Aviation: Past Success and Future Opportunities – A 21<sup>st</sup> Century Revolution?” presented at the Naval Aviation Museum Foundation Symposium '11, Pensacola, Florida, May 4-6, 2011.

“Networking the Global Maritime Partnership to Achieve the GMP Vision,” *Common Defense West 2011: Architecture for Coalition Cooperation*, San Diego, California, January, 24-25, 2011.

“Ballistic Missile Defense: Challenges and Opportunities,” presented at the 2010 National Fire Control Symposium: Joint Fire Control Fire for the Warfighter, San Diego, CA, August 2-5, 2010 (with Frank Anderson and Rachel Volner).

“The Global Maritime Partnership: Networking Challenges and Opportunities,” presented at the 15<sup>th</sup> International Command and Control Research and Technology Symposium, Santa Monica, CA, June 22-24, 2010 (with Stephanie Hsieh).

“The Penultimate C4ISR Challenge: Reducing Military Manpower and Total Operating Costs,” presented at the 15<sup>th</sup> International Command and Control Research and Technology Symposium, Santa Monica, CA, June 22-24, 2010 (with Jose Carreno and Alan Lemon).

“Coalition Networking in a Service Oriented Architecture Environment,” presented at the 15<sup>th</sup> International Command and Control Research and Technology Symposium, Santa Monica, CA, June 22-24, 2010 (with Stephanie Hsieh, Martin Jordan, and Stephan Lopic).

“Enabling Multinational Communications with CENTRIXS,” presented at the 15<sup>th</sup> International Command and Control Research and Technology Symposium, Santa Monica, CA, June 22-24, 2010 (with Frank Bantell, Jose Carreno, and Russell Grall).

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## Curriculum Vitae

“Autonomous Systems, Challenges and Opportunities,” presented at the 15<sup>th</sup> International Command and Control Research and Technology Symposium, Santa Monica, CA, June 22-24, 2010 (with Jose Carreno, Steve Koepenick, and Rachel Volner).

“Using C4ISR Technologies to ‘Network’ the Global Maritime Partnership,” presented at the MARPAC Maritime Forces Pacific Maritime Security Challenges Conference 2010, Victoria, BC, Canada, April 26-29, 2010 (with Stephanie Hszieh, Antonio Siordia, and Rachel Volner).

“Commonwealth Naval Cooperation: Are We Ready for the Next 100 Years?” Sea Power Center-Australia 2009 ‘King-Hall’ Naval History Conference: The Commonwealth Navies: 100 Years of Cooperation, Canberra, Australia, July 29-31, 2009 (With Stephanie Hszieh and Darren Sutton).

“Rethinking Command and Control,” presented at the 14<sup>th</sup> International Command and Control Research and Technology Symposium, Washington, D.C., June 15-17, 2009 (with Jose Carreno, Stephanie Hszieh, and Antonio, Siordia).

“Adopting Emerging Technology to Enhance Organizational Performance,” presented at the 14<sup>th</sup> International Command and Control Research and Technology Symposium, Washington, D.C., June 15-17, 2009 (with Jose Carreno, Stephanie Hszieh, and Antonio Siordia).

“Human Systems Integration: The Key to Achieving a U.S. Navy of 313 Ships through Effective Integration of Technology, Personnel and Training,” presented at the Human Systems Integration Symposium, Annapolis, Maryland, March 17-19, 2009 (with Jose Carreno et al).

"Making Undersea Defense a Team Sport: Networking the Global Maritime Partnership," presented at the Undersea Defence Technology Conference in Sydney, Australia, November 4-6, 2008 (with Stephanie Hszieh and Darren Sutton).

“Leveraging Emerging Technology to Maintain Corporate Situational Awareness,” presented at the 13<sup>th</sup> International Command and Control Research and Technology Symposium, Bellevue, Washington, June 17-19, 2008 (with Jose Carreno and Antonio Siordia).

“Networking the Global Maritime Partnership,” presented at the 13<sup>th</sup> International Command and Control Research and Technology Symposium, Bellevue, Washington, June 17-19, 2008 (with Stephanie Hszieh and Terry McKearney).

“Navy Ballistic Missile Defense: Operational Challenges and Technical Opportunities,” presented at the National Fire Control Symposium, San Diego, California July 29 – August 2, 2007 (with Emiliano Aragon, Tom Castle, and Dallas Wilfong).

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### Curriculum Vitae

“Communications for the Global Maritime Partnership,” presented at the Royal Australian Navy 2007 King-Hall Naval History Conference, Sydney and Canberra, Australia, July 2007 (with Don Endicott and Stephanie Hsieh).

“Composeable FORCEnet Command and Control for Undersea Defense Technology,” presented at the Undersea Defense Technology Pacific Symposium, San Diego, California, December 2006 (with Brian Richardson).

“A Technical Approach to Coalition Interoperability,” presented at the 11<sup>th</sup> International Command and Control Research and Technology Symposium, Cambridge, United Kingdom, September 2006 (with Darren Sutton).

“Maintaining Situational Awareness in Large, Complex Organizations,” presented at the 11<sup>th</sup> International Command and Control Research and Technology Symposium, Cambridge, United Kingdom, September 2006 (with Jose Carreno, Rebekah Goshorn, and Antonio Siordia).

“Maritime Domain Awareness: The Key to Maritime Security Operational Challenges and Technical Solutions,” presented at the 11<sup>th</sup> International Command and Control Research and Technology Symposium, Cambridge, United Kingdom, September 2006 (with Rebekah Goshorn).

“Coalition Interoperability: How Much Is Enough and How to Quantify It,” presented at the Royal United Services Institute C4ISTAR Conference, Malvern, United Kingdom, September 2006 (with Darren Sutton).

“Maintaining Situational Awareness in Organizations,” presented at the 2006 Command and Control Research and Technology Symposium, San Diego, CA, June 2006 (with Jose Carreno and Rebekah Goshorn).

“Maritime Domain Awareness: Operational Challenges and Technical Solutions,” presented at the 2006 Command and Control Research and Technology Symposium, San Diego, CA, June 2006 (with Rebekah Goshorn).

“Bridging the Operational and Technology Gap: A Process to Instantiate Maritime Domain Awareness Across the Integrated Ship Force,” presented at the Engineering the Total Ship Symposium, Fairfax, Virginia, May 2006 (with Rebekah Goshorn).

“Coalition Interoperability: How Much is Enough and How to Quantify It,” presented at the Royal Australian Navy Sea Power Conference, Sydney, Australia, January 2006.

“Composeable FORCEnet Command and Control: The Key to Energizing the Global Information Grid to Enable Superior Decision Making for Expeditionary Forces,” presented at the 2005 Expeditionary Warfare Conference, Panama City, Florida, October 2005 (with Jeff Grossman).

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### Curriculum Vitae

“Bridging the Policy and Technology Gap: A Process to Instantiate Maritime Domain Awareness,” presented at the Oceans 2005 Symposium, Washington, D.C., September 2005 (with Rebekah Goshorn).

“Building Command Centers from the Ground Up: A Multi-Disciplinary Process,” presented at the National Fire Control Symposium, Orlando, Florida, August 2005 (with Glenn Tolentino).

“A Multi-Disciplinary Approach to Building Effective Command Centers: Process and Products,” presented at the Tenth International Command and Control Research and Technology Symposium, Washington, D.C., June 2005 (with Glenn Tolentino)

“Countering a ‘Swarm’ of Fast Inshore Attack Craft,” presented at the Tenth International Command and Control Research and Technology Symposium, Washington, D.C., June 2005 (with David Galligan and Peter Marland).

“Composeable FORCEnet Command and Control: The Key to Energizing the Global Information Grid to Enable Superior Decision Making,” presented at the Ninth International Command and Control Research and Technology Symposium, Copenhagen, Denmark, September 2004 (with Jeff Grossman).

“Developing and Populating the Global Information Grid for Joint and Coalition Operations: Challenges and Opportunities,” presented at the Ninth International Command and Control Research and Technology Symposium, Copenhagen, Denmark, September 2004 (with Frank White).

“Analysis of Network-Enabled ASW Concepts of Operation,” presented at the Ninth International Command and Control Research and Technology Symposium, Copenhagen, Denmark, September 2004 (with Ralph Klingbeil and John Shannon).

“Transforming Coalition Naval Operations by Using Human Systems Integration to Reduce Warship Manning: Lessons Learned from the United States Navy DDG 51 Class Warship Reduced Manning Study,” presented at the Ninth International Command and Control Research and Technology Symposium, Copenhagen, Denmark, September 2004 (with Bob Bost).

“Composeable FORCEnet: Composeable Command and Control for Joint Warfighter Decision Making,” presented at the National Fire Control Symposium, Kauai, Hawaii, August 2004.

“Composeable FORCEnet Command and Control: The Key to Energizing the Global Information Grid to Enable Superior Decision Making,” presented at the Command and Control Research Technology Symposium, San Diego, California, June 2004 (with Jeff Grossman).

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“Developing and Populating the Global Information Grid for Joint and Coalition Operations: Challenges and Opportunities,” presented at the Command and Control Research Technology Symposium, San Diego, California, June 2004 (with Dan Thigpen).

“Analysis of Network-Enabled ASW Concepts of Operation,” presented at the Command and Control Research Technology Symposium, San Diego, California, June 2004 (with Ralph Klingbeil and John Shannon).

“Composeable FORCEnet: Concept to Implementation” presented to the TTCP Network Centric Maritime Warfare Analysis Working Group at the Defense Science and Technology Organization Pyrmont, New South Wales, Australia, April 2004.

“Composeable FORCEnet: Composeable Command and Control for Superior Decision Making” presented at the ASNE/NAVSEA Engineering the Total Ship Forum, Gaithersburg, Maryland, March 2004 (With Jeff Grossman et al).

“The United States Navy and FORCEnet – The Way Ahead” presented to the TTCP Network Centric Maritime Warfare Analysis Working Group, at the Defense Science and Technology Laboratory, Portsmouth, United Kingdom, September 2003.

“Human-System Technology, Automation, and Personnel Cost: Tradeoffs Toward Transformation,” presented at the Eighth International Command and Control Research Technology Symposium, Washington, D.C., June 2003 (With Glenn Osga).

“Information Superiority in Coalition Operations: Imperatives for Success: Achieving Intelligence, Surveillance and Reconnaissance Dominance,” presented to the TTCP Network Centric Maritime Warfare Analysis Working Group, at HMNZ Naval Base, Auckland, New Zealand, November 2002.

“Achieving Information Superiority in Coalition Operations: Seven Imperatives for Success,” presented at the Seventh International Command and Control Research Technology Symposium, Quebec City, Quebec, Canada, September 2002 (With Tom Kaye).

“Countering Terrorism in the Maritime Arena: A Functional Approach to Finding New Technologies,” presented at the Fifteenth Annual United States Pacific Command Military Operations and Law Symposium, Bangkok, Thailand, June 2002.

“Achieving Information Dominance: Seven Imperatives for Success,” presented at the Command and Control Research Technology Symposium, Monterey, California, June 2002 (With Tom Kaye).

“C4ISR for Homeland Security: The Maritime Dimension – A Functional Approach,” presented at the 2002 Joint C4ISR Symposium - “C4ISR Now,” San Diego, California, April 2002.

GEORGE GALDORISI

Curriculum Vitae

“Military Activities in Exclusive Economic Zones,” presented at the Fifteenth Annual United States Pacific Command Military Operations and Law Symposium, Honolulu, Hawaii, April 2001.

## **REGULAR COLUMNS**

*Naval Institute Proceedings*: Policy Documents of Interest

*Rotor Review*: A View from the Labs



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Curriculum Vitae

## PANELS MODERATED

“What Does the Existence of Tilt Rotor Aviation Mean for the Future of the Rotary Wing Community?” AFCEA/USNI West Symposium, San Diego, CA, February 6-8, 2018.

“Air and Space Industry Seminar,” 2017 Pacific Operational Science and Technology Symposium, Honolulu, Hawaii, March 6-10, 2017.

“Secure Interoperability and Coalition C4I,” AFCEA C4ISR Symposium, The Evolving Definition of Navy Cyber: How C4I, Combat Systems, HM&E and the Navy Enterprise are Redefining the Cyber Battlespace, San Diego, CA, April 27-29, 2015.

“How Will Non-Kinetic Cyber Warfare and Kinetic Warfare be Integrated in the Future?” AFCEA C4ISR Symposium, Bringing Actionable Cyber Capabilities to the Fleet, San Diego, CA, April 22-24, 2014.

“Manned and Unmanned Systems: What is the Right Mix?” Joint Warfighting Conference: *Joint Forces' Inflection Point: What to Hold and What to Fold?* Virginia Beach, Virginia, May 15-17, 2012.

“Commander’s Future Requirements and Challenges,” *U.S. Pacific Command 2012 Pacific Operational Science & Technology Symposium and Exhibition*, Honolulu, Hawaii, March 19-23, 2012.

“Research and Development Community,” *U.S. Pacific Command 2012 Pacific Operational Science & Technology Symposium and Exhibition*, Honolulu, Hawaii, March 19-23, 2012.

“Department of Energy Responses to Challenges,” *U.S. Pacific Command 2012 Pacific Operational Science & Technology Symposium and Exhibition*, Honolulu, Hawaii, March 19-23, 2012.

“Defense Budgets: Perspectives and Priorities,” *2012 Common Defense West Symposium: Key Enablers for Coalition Success*, San Diego, CA, January 23-24, 2012.

“Autonomous Vehicles in a Denied Environment,” *2011 AFCEA C4ISR Symposium: Assuring Information Dominance in a Denied C4ISR Environment*, San Diego, California, April 5-8, 2011.

“Breakthrough Technologies: Autonomous Vehicles, Directed Energy, and Space Defense,” *U.S. Pacific Command 2011 Pacific Operational Science & Technology Symposium and Exhibition*, Honolulu, Hawaii, March 14-17, 2011.

“Recapitalizing Defense – Perspectives and Priorities,” *Common Defense West 2011: Architecture for Coalition Cooperation*, San Diego, California, January 24-25, 2011.

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### Curriculum Vitae

“Networking Imperatives,” Assistant Secretary of Defense for Acquisition, Technology & Logistics *Common Defense West 2010: Advancing Force Multiplicity*, San Diego, California, February 1-2, 2010.

“The Pacific Rim: The Way Ahead,” Armed Forces Communications Electronics Association’s *TechNet Asia-Pacific: Cyber Operations: A Multi-National Challenge*, Honolulu, Hawaii, November 2-5, 2009.

“Maritime Domain Awareness: The C4ISR Road Ahead,” United States Naval Institute/Armed Forces Communications Electronics Association’s *South 2008: Joint Challenges-Joint Solutions*, Miami, Florida, October 7-9, 2008.

“Joint C4ISR: The Warfighter’s Panel,” United States Naval Institute/Armed Forces Communications Electronics Association’s *West 2007: The Road Ahead for DoD*, San Diego, California, January 30-February 1, 2007.

“Enabling C4ISR for the Navy-after-Next,” United States Naval Institute/Armed Forces Communications Electronics Association’s *West 2005: Enabling the Joint Warfighter*, San Diego, California, February 1-3, 2005.

“Global IT: Engineering Solutions for the Road Ahead,” *Los Angeles Global IT Convergence Conference*, Los Angeles, California, May 12-13, 2003.

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Curriculum Vitae

## **PUBLISHED ARTICLES**

### **National Media, Professional Journals and Conference Proceedings**

“A Navy for a Dangerous Neighborhood,” *The Navy* (Journal of the Navy League of Australia), July-August 2018.

“Producing Unmanned Systems Even Lawyers Can Love,” *U.S. Naval Institute Proceedings*, June 2018.

“Global Trends: A View from the United Kingdom,” *Asia-Pacific Defence Reporter*, June 2018.

“The Navy-Marine Corps Team Looks to Unmanned Surface Vehicles to Enhance ISR Capabilities.” *Defense.Info Website*, June 26, 2018 (with Scott Truver).

“Leveraging USVs: Extending the SA of the Expeditionary Strike Group,” *Second Line of Defense Website*, June 15, 2018 (with Scott Truver).

“Providing an Undersea Infrastructure for Energy Replenishment and Data Transfer,” *Proceedings of the 2018 John Hopkins University Applied Physics Laboratory Submarine Technology Symposium: Maximizing Influence from Under the Sea*, Baltimore, Maryland, May 12-14, 2018 (with Jose Chavez, LorRaine Duffy, Eric Hendricks, and Pedro Forero).

“Can We Get the Global Network of Navies to Work?” *Proceedings of the 2018 Pacific Operational Science and Technology Conference*, Honolulu, HI, March 5-9, 2018.

“Time for a Strategic Shift in U.S. Military Unmanned Systems,” *Small Wars Journal*, February 2018.

“Australia’s Emerging Expeditionary Capability: Leveraging Recent U.S. Amphibious Exercises,” *Asia-Pacific Defence Reporter*, February 2018.

“Staying One Step Ahead of the Threat: Embracing New Technologies,” *Rotor Review*, Winter 2018.

“Game-Changing Unmanned Systems for Naval Expeditionary Forces,” *Center for International Maritime Security*, January 17, 2018.

“Designing Unmanned Systems for the Multi-Domain Battle: Accelerating the Adoption of Augmented Intelligence,” *Proceedings of the U.S. Army Training and Doctrine Command “Mad Scientist” Speaker Series*, January 10, 2018.

“The Navy Cannot Afford Large Crews,” *U.S. Naval Institute Proceedings*, January 2018.

“Unmanned Systems and the Re-emergence of Naval Expeditionary Capabilities,” *RUSI Defence Systems*, December 2017.

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## Curriculum Vitae

“Command and Control (C2) of Cross-Domain Unmanned Vehicles (UxVs): Progress of an Early Prototype,” *Proceedings of the 22<sup>nd</sup> International Command and Control Research and Technology Symposium, Frontiers of C2*, Los Angeles, CA, November 6-8, 2017 (with Anthony Jones, Thomas Pastore and Rachel Volner).

“Designing UxS for Military Use: Harnessing AI to Provide Augmented Intelligence,” *Proceedings of the 22<sup>nd</sup> International Command and Control Research and Technology Symposium, Frontiers of C2*, Los Angeles, CA, November 6-8, 2017 (with Raymond Buettner).

“Command and Control for the Global Network of Navies,” *Proceedings of the 22<sup>nd</sup> International Command and Control Research and Technology Symposium, Frontiers of C2*, Los Angeles, CA, November 6-8, 2017 (with Stephanie Hsieh and J.D. Morrison).

“More Global Trends – Prospects for the Far Term,” *Asia-Pacific Defence Reporter*, November, 2017.

“Fielding Unmanned Systems for Distributed Maritime Operations: Leveraging Artificial Intelligence to Provide Augmented Intelligence,” *Proceedings of the 2017 CRUSER Warfare Innovation Continuum Workshop: Combined, Joint, and Coalition Warfare at Sea*, Monterey, CA, September 19-21, 2017.

“Command and Control (C2) to Enable Multi-Domain Teaming of Unmanned Vehicles (UxVs),” *Proceedings of the 2017 IEEE/MTS Oceans Conference*, Anchorage, Alaska, September 18-21, 2017 (with Anthony Jones and Thomas Pastore)

“Maximizing the Utility of Naval Unmanned Systems,” *Proceedings of the 2017 IEEE/MTS Oceans Conference*, Anchorage, Alaska, September 18-21, 2017 (with Bryan Tollefson and Rachel Volner).

“Global Trends – Near and Far Term,” *Asia-Pacific Defence Reporter*, September, 2017.

“Designing Unmanned Systems for Military Use: Harnessing Artificial Intelligence to Provide Augmented Intelligence,” *Small Wars Journal*, August 2017.

“Dealing with Two Superpowers: Australia Must Understand What China and the United States Want,” *The Navy* (Journal of the Navy League of Australia), Jun-Aug 2017.

“Will the U.S. Rebalance to the Asia-Pacific Region Continue?” *Asia-Pacific Defence Reporter*, June 2017.

“Can We Make the Global Network of Navies Work?” *U.S. Naval Institute Proceedings*, May 2017.

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### Curriculum Vitae

“The Rise of Autonomous Vehicles: The Impact on Maritime Operations,” *Proceedings of the Maritime Security Challenges 2016: Pacific Seapower Conference*, Victoria, BC, October 3-6, 2016.

“The United States Asia Pacific Maritime Security Strategy: Accelerating the U.S. Rebalance to the Indo-Asia-Pacific Region,” *Asia-Pacific Defence Reporter*, September 2016.

“Access to the Global Commons: How Creeping Jurisdictional Claims Can Lead to Disorder on the Oceans” *Proceedings of the 2016 IEEE/MTS Oceans Conference*, Monterey, California, September 19-23, 2016.

“Bridging Multiple Autonomous Systems Disciplines,” *Proceedings of the 2016 IEEE/MTS Oceans Conference*, Monterey, California, September 19-23, 2016 (with Raymond Buettner).

“Heterogeneous Autonomous Mobile Maritime Expeditionary Robots,” *Proceedings of the 2016 IEEE/MTS Oceans Conference*, Monterey, California, September 19-23, 2016 (with Vladimir Djapic, Anthony Jones and Michael Ouimet).

“We Need an *Undersea* Constellation to Ensure Peace and Stability on the Global Commons,” *Proceedings of the 2016 IEEE/MTS Oceans Conference*, Monterey, California, September 19-23, 2016 (with LorRaine Duffy and Eric Hendricks).

“Designing Autonomous Systems for Warfighters: Keeping Humans in the Loop,” *Small Wars Journal*, August 2016.

“NAVAIR Today: Unmanned Aircraft Programs,” *NAVAIR: 50 Years of Naval Air Systems Command*, June 2016.

“The 2016 Australian Defence White Paper: A View from Across the Pacific,” *Asia-Pacific Defence Reporter*, June 2016.

“Distributed Lethality, Command and Control Software Engineering, and Navy Laboratories,” *Naval Engineer’s Journal*, June 2016 (with Bill Bonwitt, Kurt Rothenhaus and Anna Stang).

“A Potent One-Two Punch,” *U.S. Naval Institute Proceedings*, March 2016.

“China’s Military Strategy White Paper: What Does It Mean for the Region?” *Asia-Pacific Defence Reporter*, February 2016.

“Looming Conflict in the South China Sea?” *Asia-Pacific Defence Reporter*, Dec-Jan 2016.

“Networks: The Global Component,” *U.S. Naval Institute Proceedings*, December 2015.

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## Curriculum Vitae

"Reactions to the United States New Maritime Strategy," *Asia-Pacific Defence Reporter*, October 2015.

"The Undersea Constellation," *Proceedings of the Oceans 2015 Symposium*, Washington, DC, October 19-22, 2015 (with LorRaine Duffy and Rachel Volner).

"U.S. Naval Academy Museum Exhibit: Warrior Writers," *Shipmate*, September-October 2015 (with Herb Gilliland).

"Instantiating the Global Maritime Partnership: The "Thousand-Ship Navy" - Now More than Ever," *Proceedings of the 2015 McMullen Naval and Maritime History Symposium*, Annapolis, Maryland, September 17-18, 2015 (with George Green, Stephanie Hsieh and Kadambari Vyas).

"The United States New Maritime Strategy," *Asia-Pacific Defence Reporter*, September 2015.

"We Need an Undersea Constellation," *U.S. Naval Institute Proceedings*, June 2015.

"Daydream Engineers: Naval Academy Novelists of Note - Post-World War II," *Shipmate*, May-June 2015 (with Herb Gilliland).

"Finding the 'RITE' Acquisition Environment for Navy C2 Software," *Proceedings of the 20th International Command and Control Research and Technology Symposium, "C2, Cyber, and Trust,"* June 2015 (with Amanda George and Michael Morris).

"Preserving the Human Element in the Age of Autonomy," *Proceedings of the 20th International Command and Control Research and Technology Symposium, "C2, Cyber, and Trust,"* June 2015 (with Vladimir Djapic, Jennifer Pels, Maria Olinda Rodas and Rachel Volner).

"How to Populate the DoD App Store with Navy Software Products," *Proceedings of the 20th International Command and Control Research and Technology Symposium, "C2, Cyber, and Trust,"* June 2015 (with Amanda George and Michael Morris).

"Human Factors Engineering: An Enabler for Military Transformation Through Effective Integration of Technology and Personnel," *Proceedings of the 20th International Command and Control Research and Technology Symposium, "C2, Cyber, and Trust,"* June 2015 (with Amanda George, Deborah Gill-Hasselgrave, Sarah Hunt, Chris Lorensen, Mike McWilliams and Eric von Colln).

"Instantiating the Global Maritime Partnership: The Thousand-Ship Navy" *Proceedings of the 20th International Command and Control Research and Technology Symposium, "C2, Cyber, and Trust,"* June 2015 (with Stephanie Hsieh, J.D. Morrison and Jennifer Pels).

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### Curriculum Vitae

“Anticipation and Surprise: U.S. Naval Institute Proceedings, 1990-1999,” *U.S. Naval Institute Proceedings*, May 2015.

“Winning with Networks in the Undersea Domain,” *Proceedings of the 2015 John Hopkins University Applied Physics Laboratory Submarine Technology Symposium: Maximizing Influence from Under the Sea*, Baltimore, Maryland, May 12-14, 2015 (with LorRaine Duffy and Stephanie Hsieh).

“The United States National Security Strategy: What It Means to the Nations of the Asia-Pacific Region,” *Asia-Pacific Defence Reporter*, May 2015.

“Daydream Engineers: Naval Academy Novelists of Note,” *Shipmate*, March-April 2015 (with Herb Gilliland).

“Achieving Information Dominance: Unleashing the Ozone Widget Framework,” *Journal of Cyber Security & Information Systems*, March 2015 (with Patricia Diercks, Amanda George, Brent Brockman, Wanda Lam, Analiza Lozano, Rita Painter and Glenn Tolentino).

“Keeping Humans in the Loop,” *U.S. Naval Institute Proceedings*, February 2015.

“Defending Our Neighborhood: Can We Guard Australia’s Maritime Frontier,” *The Navy* (Journal of the Navy League of Australia), Jan-Mar 2015.

“Ensuring Access for the U.S. Marine Corps: Overcoming the C4 Challenge,” in the Center for Naval Analyses Study, *The Marine Corps A2/AD Challenge*, December 2014.

“Heterogeneous Autonomous Mobile Maritime Expeditionary Robots and Maritime Information Dominance,” *Naval Engineers’ Journal*, December 2014 (with Vladimir Djapic et al).

“The South China Sea: The World’s Most Important Body of Water?” *Asia-Pacific Defense Reporter*, November, 2014.

“Poised for Launch or Sinking Fast,” *U.S. Naval Institute Proceedings Online*, October 2014.

“RIMPAC 2014: Implications for the Asia-Pacific Region,” *Asia-Pacific Defence Reporter*, September, 2014.

“The Littoral Combat Ship: New Neighbor in the Asia-Pacific,” *Defence Review Asia*, July-August 2014.

“DoD Application Store: Enabling C2 Agility?” *Proceedings of the 19th International Command and Control Research and Technology Symposium, C2 Agility: Lessons*

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*Learned from Research and Operations*, Alexandria, Virginia, June 16-20, 2014 (with Amanda George, Michael Morris and Matthew O'Neil).

"Achieving Information Dominance: Unleashing the Ozone Widget Framework," *Proceedings of the 19th International Command and Control Research and Technology Symposium, C2 Agility: Lessons Learned from Research and Operations*, Alexandria, Virginia, June 16-20, 2014 (with Kathy Conley et al).

"Chasing Autonomy: How Much is Enough and How Much is Too Much?" *Proceedings of the 19th International Command and Control Research and Technology Symposium, C2 Agility: Lessons Learned from Research and Operations*, Alexandria, Virginia, June 16-20, 2014 (with Rachel Volner).

"Guarding Australia's Maritime Frontier: The Unmanned Imperative," *Asia-Pacific Defense Reporter*, June, 2014.

"Why We Leave No Man Behind," *CNN Opinion*, June 9, 2014.

"The United States Quadrennial Defense Review: Implications for the Asia-Pacific Region," *Asia-Pacific Defence Reporter*, April, 2014.

"The U.S. Pivot to the Pacific: Is It Real or Is It Memorex?" *The Navy* (Journal of the Navy League of Australia), April 2014.

"Air Warfare Destroyers: New Capabilities for a New Era," *Asia-Pacific Defence Reporter*, March, 2014.

"Leveraging Autonomous Systems to Enhance Combined Operational Access," *Proceedings of the NATO Multinational Capability Development Campaign Seminar*, Norfolk, Virginia, January 28-30, 2014 (with John Stastny, Bryan Tollefson and Rachel Volner).

"The U.S. Navy is Leading Ballistic Missile Defense," *U.S. Naval Institute Proceedings*, December 2013 (with Scott Truver).

"Where is Increased Autonomy for Military Unmanned Systems Leading?" *Defense 2013 in Review*, Fall 2013.

"The United States Pivot to the Pacific," *Asia-Pacific Defence Reporter*, October, 2013.

"Getting the Most Out of Innovation: Training and Simulation for the Future Force," *RUSI Defence Systems*, Fall 2013 (with Amanda George).

"Aligning SPAWAR UAS Research and Initiatives with Warfighter Needs," *Proceedings of the Unmanned Aircraft Systems Symposium*, San Diego, California, September 4-6, 2013 (with Nicholas Stroumtsos and Rachel Volner).



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“The U.S. Air-Sea Battle Concept: A New Strategy for a New Era?” *Asia-Pacific Defence Reporter*, September, 2013.

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