Curriculum Vitae

Linton Wells II
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Work experience:

January 2016--present
Executive Advisor to the Center for Command, Control, Communications and Intelligence (C4I) and Cyber, Volgenau School of Engineering, George Mason University, Fairfax, VA.

September 2014—October 2015
Distinguished Senior Research Fellow, Middlebury Institute of International Studies (MIIS), Monterey, CA; in the MIIS Cyber Initiative. Courses taught: The Humanitarian Side of Cyber: Digital Networks in Humanitarian Environments, 2015.

July 2014--Present
Visiting Distinguished Research Fellow, Institute for National Strategic Studies (INSS), National Defense University (NDU), Washington, DC. Courses taught: Wicked Problems (NDU 6003), 2015-16

July 2014—Present
Managing Partner, Wells Analytics LLC. Helps decision makers link technology, strategy and decision-making. Focus areas: cyber security; wicked problems; strategy and policy implications of technology revolutions in areas such as biotechnology, robotics, information technology, nanotechnology and energy; NATO transformation; data integration from UAVs and other sensors; Space.

April 2010—June 2014
Director, Center for Technology and National Security Policy (CTNSP), NDU. Led research center to help decision-makers, and their staffs, understand the emerging impacts of technology and incorporate them into action. Focus areas: Science and Technology, Civil-Military Affairs Integration, Emerging Challenges, Innovative Learning. Courses taught: Wicked Problems (NDU 6003), 2010-2014;

June 2007—April 2010
Transformation Chair and Distinguished Research Professor, National Defense University. Major themes: Balancing military forces for future security environments; national security transformation, complex civil-military operations, cyber-security, redefining deterrence. Also coordinating the STAR-TIDES (Transformative Innovation for Development and Emergency Support) international research initiative (www.star-tides.net). Courses Taught: Transformation (NDU 6002), 2007-08; Wicked Problems (NDU 6003), 2009.

May 2003—June 2007
Principal Deputy Assistant Secretary of Defense (Networks and Information Integration-NII). Served as DoD Chief Information Officer and Assistant Secretary of Defense (Acting) from April 2004 to November 2005. Responsible for (1) promoting the information age transformation of the Department of Defense (DoD), (2) providing policy, oversight and guidance relating to more than $30 billion in annual information technology budgets and associated programs, and (3) serving as Principal Staff Assistant to the Secretary of Defense for command & control, communications, non-intelligence space programs, radio-frequency spectrum. Also served as Special Assistant to the Secretary of Defense for Compartmented Activities (Acting).

June 1998-April 2003
Principal Deputy Assistant Secretary of Defense (Command, Control, Communications and Intelligence—C3I). Served as Acting Assistant Secretary of Defense from April to August 2001. Provided policy, oversight and guidance of DoD C3I and Space activities. Managed a 275-person organization with a $300m internal budget.

December 1993-May 1998
Deputy to the Under Secretary of Defense for Policy (Policy Support) and later Deputy Under Secretary of Defense (Policy Support). Responsible for (1) internal management of an 800-person organization, (2) industrial and NATO security policy, and (3) Special Access Program and sensitive activity management. Provided recommendations to DoD leadership on the policy implications of a wide range of technology issues.

June 1967-November 1993
26 years active duty with the US Navy as a Surface Warfare Officer. Commanded USS JOSEPH STRAUSS (DDG-16) and Destroyer Squadron 21. Gained experience in Far Eastern and Middle Eastern affairs; Command, Control, Communications and Intelligence (C3I); and Special Access Programs.

Education:
June 1967: US Naval Academy, B.S., Physics and Oceanography
May 1974: The Johns Hopkins University, M.S.E., Mathematical Sciences
May 1975: The Johns Hopkins University, Ph.D, Political Science (International Relations)
May 1983: National Institute of Defense Studies (Boueikenshushou), Tokyo, Japan, Diploma (first U.S. naval officer to attend)

Awards:
Defense Medal for Distinguished Civilian Service (3 awards)
Joint Medal for Distinguished Civilian Service
Defense Superior Service Medal (2 awards)
Legion of Merit
Johns Hopkins University Woodrow Wilson Award for distinguished public service 2008
The Browning School Alumnus Achievement Award 1995

Publications:

Books

- *Innovative Learning: A Key to National Security*, edited by Ralph Doughty, Linton Wells II, and Ted Hailes, Army University Press, 2015.
- *Changing Mindsets to Transform Security: Leader Development for an Unpredictable and Complex World,* edited by Linton Wells II, Theodore C. Hailes and Michael C. Davies, Center for Technology and National Security Policy, 2013
- *Strategic Shift*, Richard Kugler and Linton Wells, Center for Technology and National Security Policy, 2013
- *Capabilities Development in Support of Comprehensive Approach*, edited by Derrick Neal and Linton Wells II, Center for Technology and National Security Policy, 2010
- *Crosscutting Issues in International Transformation: Interactions and Innovations among People, Organizations, Processes, and Technology,* edited by Derrick Neal, Henrik Friman, Ralph Doughty, and Linton Wells II, National Defense University, Center for Technology and National Security Policy, 2009
- *Japanese Cruisers of the Pacific War*, with Eric Lacroix, Annapolis: US Naval Institute, 1997

Monographs

- *Global Knowledge Networking: Smart Strategies for Promoting Innovative Learning and Leader Development*, Walter L. Christman, Frank C. DiGiovanni and Linton Wells II, National Defense University, Center for Technology and National Security Policy, Defense Horizons 80, April 2015, http://ndupress.ndu.edu/Portals/68/Documents/defensehorizon/DH-80.pdf
- *Policy Challenges of Accelerating Technological Change: Security Policy and Strategy Implications of Parallel Scientific Revolutions*, James Kadtke and Linton Wells II, National Defense University, Center for Technology and National Security Policy, Defense and Technology Paper 106, September 2014, http://ctnsp.dodlive.mil/files/2014/09/DTP106.pdf
- *Sharing to Succeed: Lessons from Open Information-sharing in Afghanistan,* Linton Wells II, James Bosley, John Crowley and Rebecca Linder Blachly, National Defense University, Center for Technology and National Security Policy, Defense Horizon 76, June 2013, http://ctnsp.dodlive.mil/2013/07/01/dh-076-sharing-to-succeed-lessons-from-open-information-sharing-projects-in-afghanistan/
- *Valued Sustainable Services: Building Partnership Capacity through Collaborating Approaches*, Linton Wells II, National Defense University, Center for Technology and National Security Policy, Defense Horizon 75, June 2013, http://ctnsp.dodlive.mil/2013/07/01/dh-075-valued-sustainable-services/
- *Organizational Analysis of the TIDES Project and the STAR-TIDES Network using the 7-S Framework*, Paul T. Bartone, Mark Vaitkus, Kathleen Jocoy, Linton Wells II, and Linda M. Wells, National Defense University, Center for Technology and National Security Policy, Defense and Technology Paper 101, June 2013, http://ctnsp.dodlive.mil/2013/06/01/dtp-101-organizational-analysis-of-the-tides-project-and-the-star-tides-network-using-the-7-s-framework-2/

- *Public-Private Cooperation in the DoD: A Framework for Analysis and Recommendations for Action:* Linton Wells II and Samuel Bendett, National Defense University, Center for Technology and National Security Policy, Defense Horizon 74, October 2012, http://ctnsp.dodlive.mil/2012/10/01/dh-074-public-private-cooperation-in-the-dod-a-framework-for-analysis-and-recommendations-for-action/
- *STAR-TIDES and Starfish Networks: Supporting Stressed Populations with Distributed Talent*, by Linton Wells II, Walker Hardy, Vinay Gupta, and Daniel Noon, National Defense University, Center for Technology and National Security Policy, Defense Horizon 70, December 2009, http://ctnsp.dodlive.mil/2009/12/01/dh-070-star-tides-and-starfish-networks-supporting-stressed-populations-with-distributed-talent/
- *Understanding and Leading Porous Network Organizations*, with Paul T. Bartone, National Defense University, Center for Technology and National Security Policy, Defense and Technology Paper 70, September 2009, http://ctnsp.dodlive.mil/2009/09/01/dtp-070-understanding-and-leading-porous-network-organizations-an-analysis-based-on-the-7-s-model/
- *Social Software and National Security, a "Net Assessment,"* with Mark Drapeau, National Defense University, Center for Technology and National Security Policy, Defense and Technology Paper 61, April 2009, http://ctnsp.dodlive.mil/2009/04/01/dtp-061-social-software-and-national-security-an-initial-net-assessment-by-mark-drapeau-and-linton-wells-ii/

Articles/Book Chapters

- "Applying Innovative Learning to a National Security Problem: Addressing the Challenges of Job Replacement by Automation and Artificial Intelligence," in *Innovative Learning: A Key to National Security*, edited by Ralph Doughty, Linton Wells II, and Ted Hailes, Army University Press, 2015.
- "Technology Is a Strategic National Security Component," James Kadtke and Linton Wells II, *Signal* Magazine, Jan 2015, http://www.afcea.org/content/?q=node/13831
- *Integrating Research into Strategic Leader Development: Experiences at the National Defense University*, Linton Wells II, Cynthia A. Watson and Paulette Robinson, in *Changing Mindsets to Transform Security: Leader Development for an Unpredictable and Complex World*
- *Connecting NATO Capacity to Local Stakeholders,* Linton Wells II, Terry J. Pudas, Brice McNitt, in *Capabilities Development in Support of the Comprehensive Approach*, edited by Derrick Neal and Linton Wells II, Center for Technology and National Security Policy, 2010, pp 203-227.
- *Transformational Initiatives in Civil-Military Environments: STAR-TIDES and Maritime Environments*, with Walter Christman, paper submitted for presentation at the June 2009 Transformation Chairs' conference in Stockholm, Sweden"
- "Challenges for National Security Organizations and Leadership Development: Trends and Shocks in Complex Adaptive Systems," with the Transformation Chairs Network, chapter in Neyla Arnas, ed., *Fighting Chance*, National Defense University Press, 2009

- "Engaging Local Actors," with Larry Wentz and Walker Hardy, Chapter 13 in Hans Binnendijk and Patrick Cronin, *Civilian Surge,* Chapter 13, National Defense University Press, 2008
- "Odd Couples: DoD and NGOs," with Charles Hauss, Chapt 20 in Derrick S. Reveron and Judith Hicks Stiehm, *Inside Defense: Understanding the U.S. Military in the 21st Century*, Palgrave MacMillan 2008
- "Odd Couples: DoD and NGOs," with Charles Hauss, in *PS: Political Science and Politics*, Vol 40, Issue 03 (Jul 2007), pp. 485-487
- Afterward to David C. Gompert, Irving Lachow and Justin Perkins, *Battle-wise,* Washington: National Defense University Press, 2006, pp. 165-169
- "Plus ça Change," US Naval Institute *Proceedings* (June 1985), pp. 30-37
- "1990 Nendai ni Okeru Jieitai" (The Self-Defense Forces in the 1990s), *Shin Bouei Ronshuu* [New Defense Review] (January 1984), pp. 17-47
- "Teikoku Kaigun Kansen no Toshoku 1904-45," *Sekai no Kansen*, No 320 (April 1983), pp. 138-147
- "Weather and Darkness in Contemporary Naval Operations," US Naval Institute *Proceedings* (May 1982), pp. 150-167
- "Maneuver in Naval Warfare," US Naval Institute *Proceedings* (December 1980), pp. 35-41
- "Painting Systems of the Imperial Japanese Navy," *Warship International,"* Vol XIX, No 1, 1982, pp. 20-36
- "Kaiyou to Nihon no Senryakuteki na Kanshin" (The Sea and Japan's Strategic Interests), Kokubou [National Defense] (November 1975), pp. 8-25
- "Japan and the Third United Nations Conference on Law of the Sea," *Ocean Development and International Law Journal*, Vol 2, No 1 (Spring 1974), pp. 65-91
- "USS Tucumcari," US Naval Institute *Proceedings* (September 1968), pp. 130-132

Other Papers

- *From Haiti to Helmand*: *Using Open Source Information to Enhance Situational Awareness and Operational Effectiveness,* Linton Wells II, March 2010
- *Development of the SMS 4636 Code for Haiti Relief*, *A First-Month Overview,* John Crowley and Linton Wells II, March 2010
- *RELIEF 10-1 After Action Report,10-14 November 2009,* Linton Wells II and John Crowley, http://star-tides.net/node/612
- "Distributed Infrastructure in Afghan Reconstruction and Stabilization," Linton Wells II, 21 Feb 2009

Numerous speeches and conference presentations

Many classified papers

References and security clearances available on request

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