

## Curriculum Vitae

Nathan P. Freier  
17 August 2024 (V87)

### NATHAN PATRICK FREIER

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Substack: @NathanFreier

### PROFESSIONAL PROFILE

Accomplished founder, strategic leader, strategist, and strategic assessment and risk professional with an unmatched record of superior performance under a variety of diverse and demanding conditions. Recognized thought leader across the national security, defense, and military communities of interest and practice. Consistent source of expert judgment for defense and military leadership and practitioners.

### PRINCIPAL AREAS OF EXPERTISE

Enterprise-Level Strategy Development • Strategic Planning • Strategic Net and Risk Assessment • Forecasting • Futures

### SECURITY CLEARANCE

- Active and current Top Secret (SCI) clearance (Renewed December 2019).

### CAREER HIGHLIGHTS

- **Defense and National Security Founder and Leader.** Department of Defense (DoD) senior leader responsible for conceptualizing, operationalizing, and leading a wholly new data-enhanced, enterprise-level strategic assessment and decision support function focused specifically on strategic competition and campaigning.
- **Strategy, Planning, and Risk Professional.** Strategist and influential strategic advisor to senior DoD officials, military leaders, and foreign partners, contributing to enterprise-level solutions on defense and military strategy, risk assessment, on-going and future military plans and operations, security trends and futures; capabilities development and priorities; and institutional governance, roles, and missions.
- **Multi-Functional Team and Project Leader.** Project leader, principal investigator, and author on multiple major client-sponsored study efforts concerning defense and military approaches to the U.S.-PRC rivalry, pacing homeland security threats, theater military design, military hypercompetition and contested advantage, gray zone threats, enterprise-level risk and risk assessment, and joint and ground force futures.
- **Thought Leader.** Sole, principal, or contributing author on dozens of high-impact, policy/strategy-relevant reports, monographs, articles, book chapters, commentaries, and working papers covering the gamut of 21st century national and international security challenges.
- **Expert Consultant, Communicator, and Educator.** Highly sought after senior advisor, consultant, speaker, presenter/panelist, lecturer, media source, opinion writer, and social media presence; frequently offering sophisticated perspectives on enterprise-level strategy and strategic risk, as well as wide-ranging defense, military, and national security issues.
- **Convener and Connector.** Recognized leader in building and persistently expanding important communities of interest and practice, connecting decision makers and practitioners in important defense, military, and security dialogues and convening the right combinations of expertise and experience to solve complex multi-dimensional security challenges.
- **Distinguished Military Leader.** Veteran U.S. Army field artillery officer and military strategist with twenty years of superior service, including three assignments in combat theaters, Cold War service in Germany, an exchange tour with the British Army; strategy and risk assessment assignments on four

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high-level military and civilian staffs; and early promotion to major and lieutenant colonel.

### **PROFESSIONAL BACKGROUND**

#### **Office of the Secretary of Defense • Washington, D.C. • May 2023 – August 2024 Director, Campaign Decision Support Team (CDST)**

Founder and inaugural director of a novel, interdisciplinary strategic assessment team. Responsible to the Secretary and Deputy Secretary of Defense for developing and integrating expertise, innovative analytic approaches, data, and tools to provide them with dynamic in stride strategic assessment and decision support relevant to great power competition and campaigning. CDST's campaign assessments and insights are at a level of decision and action that is uniquely strategic to the Secretary of Defense and enterprise-wide in perspective and impact. As CDST Director, I routinely worked closely with the department's most senior civilian and military leadership. I also maintained a unique close collaborative relationship with the Defense Intelligence Enterprise and the Chief Artificial Intelligence and Data Officer on a range of transformational analytic and data initiatives. I frequently interacted with the Combatant Commanders and their civilian counterparts throughout the Department, and I participated in all campaign-relevant senior governance fora.

#### **Office of the Secretary of Defense • Washington, D.C. • January 2022 – May 2023 Senior Advisor to the Deputy Secretary of Defense**

Senior Advisor to the Deputy Secretary of Defense (DSD) focused on enterprise-level campaigning and military concept development and integration. Responsible for the development and fielding of a first of its kind enterprise-level strategic assessment function focused on great power competition and campaigning, as well as advising the DSD on the same. Further responsible for advising the DSD on the substance and department-wide alignment of joint and service concept development efforts. The latter included organizing monthly DSD-chaired, four star-level "Concepts Roundtables." Both focus areas required extensive collaboration with the department's most senior civilian and military leadership spanning the breadth of DoD's many functional responsibilities.

#### **U.S. Army War College • Carlisle, PA • August 2013 – May 2023 Associate Professor of National Security Affairs/Strategic Studies Institute**

Resident expert on current and future defense-relevant threats and actionable U.S. defense and military responses to them at the Army's principal 'in-house' national security think tank. Among other efforts, I completed major published and unpublished work on pacing threats to homeland security, the WESTPAC/Indian Ocean security relationship, US-Japan Alliance vis-à-vis China-Taiwan, U.S. Army INDOPACOM theater design, defense-relevant "hypercompetition", defense risk and risk assessment, and gray zone threats. My work included long-form reports, working papers, short-form analysis/commentary, unpublished info papers/memoranda, and often extensive onsite consultation.

#### **Center for Strategic and International Studies (CSIS) • Washington, D.C. • August 2013 – January 2022 Non-Resident Senior Associate**

Affiliated, non-resident scholar with Washington's premier national security think tank, providing as needed contributions to on-going work.

#### **Center for Strategic and International Studies • Washington, D.C. • April 2008 – August 2013 Senior Fellow/International Security Program**

Senior analyst and researcher at Washington, D.C.'s premier national security think tank. Responsible for research, analysis, and commentary on key international security issues. Researcher and principal/contributing author on five major DoD-focused CSIS research projects and numerous short-form on-line analyses. Frequent advisor to senior defense and military officials. This includes but is not limited to participation in the Undersecretary of Defense's (Policy) "Washington Forum"— an informal advisory body focused on the 2010 Quadrennial Defense Review (QDR) and two short working trips to Iraq as an advisor to the commander of U.S./Coalition forces.

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### **U.S. Army Peacekeeping and Stability Operations Institute • Carlisle, PA • August 2008 – July 2012 Visiting Research Professor in Strategy, Policy, and Risk Assessment**

Visiting researcher at the U.S. Army's Peacekeeping and Stability Operations Institute. Responsible for research, analysis, and outreach on net and risk assessment and national security and defense policy and strategy development. Author of four major U.S. Army War College works on strategic shock, ground force futures, defense strategy, and risk.

### **U.S. Army War College • Carlisle, PA • August 2004 – March 2008 Director of National Security Affairs/Strategic Studies Institute**

Resident military expert on national security and defense strategy at the Army's principal "in-house" think tank. Responsible for analysis of key national security choices and their risks. Author of a major U.S. Army War College study on DoD's "unconventional" future. Consistent source of expert advice to senior and working-level officials on subjects ranging from strategic trends and shocks, the Unified Command Plan, the 2006 QDR, and the 2008 National Defense Strategy.

### **Command Group Multi-National Corps — Iraq • Baghdad, Iraq • May 2007 - August 2007 Special Assistant/Commander's Initiatives Group**

Personal advisor to the Commander, Multi-National Corps — Iraq. Responsible for providing expert advice on post-surge Iraq War strategy, theater counterinsurgency and stability operations, and the politico-military conditions impacting the Iraqi Theater of Operations.

### **Headquarters, Multi-National Force — Iraq • Baghdad, Iraq • January - July 2005 Politico-Military Strategist/Strategy, Plans, and Assessments Directorate**

Theater-level strategist for Multi-National Force — Iraq. Responsible for planning coordinated employment of deployed political, economic, informational, and military assets in support of the U.S.-led counterinsurgency campaign. Acted as the lead coalition strategist for development of a holistic counterinsurgency concept for Iraq's most important population centers, as well as development of a comprehensive, theater-level strategy for Iraq's most restive province (Anbar).

### **Office of the Undersecretary of Defense for Policy • Washington, D.C. • May 2003 - July 2004 Assistant for Strategy and Force Planning/Office of the Deputy Assistant Secretary for Strategy**

Military strategist in direct support of the Undersecretary of Defense (Policy). Responsible for development and coordination of priority DoD strategic initiatives. One of two principal strategists responsible for development of the 2005 National Defense Strategy.

### **Center for International and Security Studies at Maryland • College Park, MD • August 2002 - May 2003 Visiting Scholar/Army Fellow**

Military research fellow at the Maryland School of Public Policy. Responsible for independent research and analysis on key international security issues. Focused on the nexus of national security risk calculation and terrorism in the aftermath of 9/11.

### **Headquarters, Department of the Army • Washington, D.C. • July 2000 - July 2002 Strategist and Policy Analyst/Army G-3 Strategic Planning, Concepts and Doctrine Division**

Military strategist with the Army's strategy, plans, and policy directorate. Responsible to senior Army leaders for strategic-level advice, policy analysis, strategy development, and strategic planning. Developed a comprehensive Army position on political, strategic, and military risk assessment, management, and mitigation during the 2001 QDR. In the immediate aftermath of 9/11, one of two principal strategists responsible for the Army's "Strategic Campaign Plan for the War on Terror" and the initial "National Military Strategic Plan for the War on Terror."

### **United States Army • Various Locations in the U.S. and Abroad • May 1988 - June 2000 Field Artillery Officer**

U.S. Army artillery officer holding various leadership and staff positions in the United States, Europe, and the first Persian Gulf War.

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### EDUCATION AND PROFESSIONAL TRAINING

- **Master of Arts in Politics**, The Catholic University of America, 2003.
- **Master of Science in International Relations**, Troy State University, 2000.
- **Graduate, U.S. Army Command and General Staff College**, Fort Leavenworth, Kansas, 2000.
- **Graduate, U.S Army Combined Arms Services Staff School**, Fort Leavenworth, Kansas, 1995.
- **Graduate, U.S. Army Field Artillery Officer's Advanced Course**, Fort Sill, Oklahoma, 1992.
- **Graduate, U.S. Army Field Artillery Officer's Basic Course**, Fort Sill, Oklahoma, 1989.
- **Bachelor of Arts in Government**, Saint John's University (Minnesota), 1988.

### PUBLICATIONS (2014 - PRESENT)

- **Conference Paper: Maximum (In)security: Four Insights on Pacing Homeland Security Threats**, A paper produced for the 2021 Kingston Consortium on International Security Conference *In Case of Emergency: The Military's Role in the Pandemic & Future Crises*, October 2022.
- **Working Paper: Assessing Alternative Theater Design Choices: A Framework for Analysis**, Indo-Pacific Theater Design Working Paper 4, with Robert Hume, Jason Rosentrauch, and Brian Evans, October 2021.
- **Analysis: Blind or Confused: The Impact of 9/11 and Its Aftermath on Risk**, an essay in support of the Strategic Studies Institute series *Remembering 9/11 20 Years Later*, September 2021.
- **Analysis: 9/11, Post-Primacy, and Defense Strategy Development**, an essay in support of the Strategic Studies Institute series *Remembering 9/11 20 Years Later*, September 2021.
- **Working Paper: Four Paths to the Grid**, Indo-Pacific Theater Design Working Paper 3, with John Schaus, Brent Bak, Alison Goldsmith, David Mitchell, and Henry Wicks, May 2021.
- **Working Paper: The First Grid: Historical Context for Transformational Change**, Indo-Pacific Theater Design Working Paper 1, with Jon Klug, August 2020.
- **Report: An Army Transformed: INDOPACOM Hypercompetition and U.S. Army Theater Design**, with John Schaus, William Braun, Albert Lord, et al, July 2020.
- **Analysis: The US Is Out of Position in the Indo-Pacific Region**, with Al Lord, John Schaus, Allison Goldsmith, Elizabeth Martin, Defense One, July 2020.
- **Commentary: Post-COVID Transformation: DoD Goes Into The Matrix?**, with Robert Hume, Albert Lord, and John Schaus, June 2020.
- **Article: Geo-Strategic Net Assessment – INDOPACOM Through 2030**, with John Schaus, Parameters, Summer Edition, May 2020.
- **Commentary: Memorandum for the SECDEF—Restore “Shock” in Strategic Planning**, with John Schaus and Robert Hume, U.S. Army War College Strategic Studies Institute, May 2020.
- **Commentary: COVID-19 and Indo-Pacific Strategy: Korea is Up, China is Down, and the US (For Now) is Out**, with John Schaus, U.S. Army War College Strategic Studies Institute, May 2020.
- **Analysis: In the Pacific, Army Must Be a Running Back Who Blocks**, Defense One, May 2019.
- **Analysis: The Weaponization of Everything**, Defense One, September 2018.
- **Analysis: Faster, Transient, Endless – How America Must Adapt to Great Power Competition**, Defense One, July 2018.
- **Analysis: A Darker Shade of Gray – A New War Unlike Any Other**, CSIS Critical Questions, July 2018.

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- **Analysis: Game On or Game Over: Hypercompetition and Military Advantage**, with James Hayes, et al, The War Room, May 2018.
- **Commentary: History Begins (Again) for the Pentagon**, with John R. Deni, et al, Foreign Policy Research Institute, February 2018.
- **Analysis: Game On: Getting American Power Back in the Field**, with William C. Braun, et al, United States Army War College, The War Room, February 2018.
- **Report: At Our Own Peril: DoD Risk Assessment in a Post-Primacy World**, with Christopher Bado, et al, United States War College Strategic Studies Institute, June 2017.
- **Commentary: How to Adapt Military Risk to an Era of Hypercompetition**, Defense One, June 2017.
- **Commentary: Good Luck with the Strategy, Mr. Secretary! It's a Risky Undertaking**, with Robert Hume, United States Army War College, The War Room, June 2017.
- **Commentary: Speed Kills: Enter an Age of Unbridled Hyperconnectivity**, with Chris Bado, et al, United States Army War College Strategic Studies Institute, June 2017.
- **Commentary: The Gray Zone: Why We're Losing the New Era of National Security**, with Christopher Compton and Tobin Magsig, Defense One, June 2016.
- **Commentary: Confronting Conflict in the "Gray Zone,"** with Robert S. Hume, Christopher Compton, and Sean Hankard, Breaking Defense, June 2016.
- **Report: Outplayed: Regaining Strategic Initiative in the Gray Zone**, with Charles R. Burnett et al., United States Army War College Strategic Studies Institute, June 2016.
- **Commentary: Does Anyone Really Know What's Going On? Likely Not**, United States Army War College Strategic Studies Institute, June 2015.
- **Commentary: First Things First for Future Defense**, with Laura McAleer, United States Army War College Strategic Studies Institute, June 2015.
- **Analysis: The War on ISIS: A High-Risk Endeavor**, Center for Strategic and International Studies Critical Questions, September 2014.
- **Report: Memorandum for the Chairman of the Joint Chiefs of Staff: Secure Balance and Flexibility in Future Joint Forces**, United States Army War College Strategic Studies Institute, July 2014.
- **Commentary: Toward an Army Story: It's Not the "People" Part, It's the "Land" Part**, United States Army War College Strategic Studies Institute, June 2014.
- **Analysis: Crisis in Iraq and Military Options: By, With, and Through Who?**, Center for Strategic and International Studies Critical Questions, June 2014.
- **Analysis: West Point 2014: What's the Theory of the Case?**, Center for Strategic and International Studies Critical Questions, June 2014.
- **Commentary: How the Iraq War Crippled U.S. Military Power**, Defense One, May 2014.

### **MAJOR UNPUBLISHED WRITTEN WORK (2021 - PRESENT)**

- **Working Paper: The Indian Ocean Region in a High-End WESTPAC Scenario 2021-2031**, a sponsored paper on behalf INDOPACOM J-56 in support of Indian Ocean assessment and strategy development, with Roger Cliff, Jared Harper, Albert Lord, and John Schaus.
- **Working Paper: The Chinese Threat to Taiwan and the US-Japan Alliance**, a product produced for US defense and military leaders and staffs, with Roger Cliff, Al Lord, and John Schaus.

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### PRESENTATIONS AND APPEARANCES (2014 - PRESENT)

- **Fall 2021 – Maximum (In)security: Five Insights on Pacing Homeland Security Threats**, Briefing presented to the Kingston Conference on International Security *In Case of Emergency: The Military's Role in the Pandemic & Future Crises*, from Red Wing, MN (delivered remotely).
- **Summer 2021 – The Indian Ocean Region (IOR) and US/WESTAC Partners**, Briefing presented to U.S. and Indian researchers as part of an on-line USAWC, SMASL Dialogue on the US-Indian relationship from Carlisle, PA (delivered remotely).
- **Summer 2021 – Maximum (In)Security: Pacing Threats to Homeland Security**, A briefing in support of the USAWC research project on *Strategy for National Security Emergencies*. Briefing presented to faculty and staff of USAWC Strategic Studies Institute as part of its Brown Bag Series from Carlisle, PA (delivered remotely).
- **Summer 2021 – The Indian Ocean Region (IOR) and the US-Japan Alliance**, Briefing presented to U.S. and Japanese researchers as part of an on-line USAWC, NIDS, and DKI-APCSS Dialogue on the US-Japan Alliance from Carlisle, PA (delivered remotely).
- **Spring 2021 – Opportunity in Adversity: The Defense “Consultancy” and What We Learned on Our COVID Vacation**, Briefing presented as part of the Air University's *Joint Professional Education Seminar on the Scholarship of Teaching and Learning* in Maxwell AFB, AL (delivered remotely).
- **Spring 2021 – Maximum (In)Security: Pacing Threats to Homeland Security**. Briefing presented to Army War College guests, students, and faculty as part of the *Great Decisions* program in Carlisle, PA (delivered remotely).
- **Winter 2020 – The Collective Military Challenge of PRC Aggression Against Taiwan**. Organizer, moderator, and presenter for a combined U.S. Army War College – National Institute for Defense Studies (Japanese MoD) remote event on the US-Japan Alliance and the defense of Taiwan.
- **Fall 2020 – “Research-in-Progress”: The Weaponization of Influence**. Briefing presented to faculty and staff of the U.S. Army War College as part of the faculty development program in Carlisle, PA (delivered remotely).
- **Fall 2020 – An Army Transformed – Theater Design for an Era of Competition**. Briefing presented to members of the RAND Arroyo Center's Strategy, Doctrine, and Resources staff in Washington, DC (delivered remotely).
- **Fall 2020 – USAWC as a Defense Consulting Practice: One Model for Faculty-Student Integrated Research**. Briefing presented to faculty and staff of the U.S. Army War College as part of its faculty development program in Carlisle, PA (delivered remotely).
- **Fall 2020 – USAWC as a Defense Consulting Practice: One Model for Faculty-Student Integrated Research**. Briefing presented as part of the U.S. Army War College's *Joint Professional Education Seminar on the Scholarship of Teaching and Learning* in Carlisle, PA (delivered remotely).
- **Fall 2020 – An Army Transformed – Theater Design for an Era of Competition**. Briefing presented as part of *The Strategy Bridge Carlisle Strategy Sessions* program in Carlisle, PA (delivered remotely).
- **Spring 2020 – Gaming the Grid**. Briefing presented to participants in the Army Futures Center event *Competition Collaboration* at Fort Leavenworth, KS.
- **Spring 2020 – Gaming the Grid**. Briefing presented to the director and staff of the Army's Mission Command Center of Excellence at Fort Leavenworth, KS.
- **Winter 2020 – Gray Zone Conflict** (With Dr. Isaiah Wilson). Guided discussion with students and faculty at University of Kansas (delivered remotely).
- **Fall 2019 – An Army Transformed – Theater Design for an Era of Competition**. Briefing presented to participants in the Army Futures Command *INDOPACOM Theater Posture Seminar* at

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Fort Eustis, VA.

- **Summer 2019 – An Army Transformed – Theater Design for an Era of Competition.** Briefing presented to Senior Staff and Analysts at the Center for Strategic and Budgetary Assessments in Washington DC (delivered remotely).
- **Summer 2019 – An Army Transformed – Theater Design for an Era of Competition.** Briefing presented to TRADOC Analysis Center leaders and analysts supporting the *Army Complementary Analysis – Joint Force Lethality* at White Sands Missile Range (delivered remotely).
- **Summer 2019 – An Army Transformed – Theater Design for an Era of Competition.** Lecture presented to the students and faculty of the U.S. Army War College as part of the U.S. Army War College's Noon-Time Lecture series in Carlisle, PA.
- **Summer 2019 – Outplayed: Regaining Strategic Initiative in the Gray Zone.** Lecture presented to the U.S. Army War College DDE graduate seminar on *Cognitive Maneuver* in Carlisle, PA.
- **Spring 2019 – An Army Transformed – Theater Design for an Era of Competition.** Briefing presented to the Secretary of the Army and Staff in Carlisle, PA.
- **Spring 2019 -- An Army Transformed – Theater Design for an Era of Competition.** Briefing presented as part of USAWC Faculty Development Program in Carlisle, PA (delivered remotely).
- **Spring 2019 – An Army Transformed – Theater Design for an Era of Competition.** Project roll-out briefing presented to Acting DASD and Staff, Strategy and Force Development, Office of the Secretary of Defense (OSD) and Senior Staff, Analysts, and Action Officers, Office of Assistant Secretary of Asia-Pacific Security Affairs and Office of Director, Cost Assessment and Program Evaluation (OSD); Senior Staff and Action Officers, U.S. Army TRADOC G9, G3/5/7, and Army G4; Senior Staff and Action Officers, Joint Staff J3 and J5; Defense Attache, Japan; and Senior Analysts Center for Strategic and International Studies in Washington, D.C.
- **Fall 2018 – Defining Gray Zone Challenges,** Presenter on the panel *Competition in the Gray Zone* as part of the Army South Joint Force Land Component Command Planning Conference in San Antonio, TX.
- **Summer 2018 – Hypercompetition and Military Advantage in INDOPACOM AoR,** Lecture presented to the students and faculty of the U.S. Army War College as part of the U.S. Army War College's Noon-Time Lecture series in Carlisle, PA.
- **Summer 2018 – Five Insights on INDOPACOM Competition and Advantage, Presenter and panelist at the Joint Army War College – American Enterprise Institute** panel discussion *Military Challenges in the Asia-Pacific: U.S. Responses to Regional Competition* in Washington, DC.
- **Spring 2018 – Game On: Hypercompetition and Military Advantage in the PACOM AoR,** Project roll-out briefing presented to Defense Attaché and Staff/Government of Japan; Army Attaché and British Liaison Officers/United Kingdom; Key Staff/Joint Staff-OSD; Research Staff/Center for Strategic and International Studies; Research Staff/American Enterprise Institute; Army Programs/Defense Advanced Projects Agency; and Senior Director for Strategy, Defense Innovation Unit Experimental in Washington, D.C.
- **Spring 2018 – Game On: Hypercompetition and Military Advantage in the PACOM AoR,** Lecture presented to the students and faculty of the U.S. Army War College's executive-level *Senior Leader Seminar* in Sheperdstown, PA.
- **Winter 2018 – Six Insights on the National Defense Strategy,** Presenter on the panel *The National Defense Strategy* as part of the U.S. Army War College's Noon-Time Lecture series in Carlisle, PA.

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- **Summer 2017 – Emerging Defense Policy Challenges and their Risks**, Lecture presented to the students and faculty of the U.S. Army War College’s executive-level *Senior Leader Seminar* in Sheperdstown, PA.
- **Summer 2017 – Campaigning in the Gray Zone**, Presenter and panel moderator for the panel *Assessing Emerging Adversary Strategies and Tactics Panel* as part of the Defense Intelligence Agency’s *Senior Military Intelligence Officer’s Conference* in Washington, DC.
- **Summer 2017 – At Our Own Peril: DoD Risk Assessment in a Post-Primacy World**, Project roll-out briefing presented at the U.S. Army War College-CSIS co-sponsored panel *Assessing Risk in the 21<sup>st</sup> Century* in Washington, D.C.
- **Spring 2017 – Known Unknowns: Strategic Shocks and Defense Strategy Development**. Lecture presented to the U.S. Army War College course *Strategic Thinking and Leadership* in Carlisle, PA.
- **Spring 2017 – Outplayed: Regaining Strategic Initiative in the Gray Zone**, Lecture presented to the students and faculty of the U.S. Army War College course *Strategic Challenges Operating in the Gray Zone* in Carlisle, PA.
- **Spring 2017 – At Our Own Peril: DoD Risk Assessment in a Post-Primacy World**, Project roll-out briefing presented to the Joint Staff’s Gray Zone Community of Interest; Defense Intelligence Agency’s Strategic Planning, Policy, and Performance Management Office; Chairman of the Joint Chiefs of Staff Action Group; senior researchers at the American Enterprise Institute and the Center for Strategic and International Studies in and from Washington, D.C.
- **Spring 2017 – At Our Own Peril: DoD Risk Assessment in a Post-Primacy World**, Sponsor roll-out briefing presented to the Army’s Assistant G-3/5/7 and supporting Staff, the Army’s Deputy G-3/5, the Branch Chief, Joint Staff, J-5 Strategy Development Branch, and, finally, civilian and military leadership and staff of the Office of the Deputy Assistant Secretary of Defense for Strategy and Force Development.
- **Spring 2017 – Regaining Strategic Initiative in the Gray Zone (...And, a Few Random Thoughts on “Post-Primacy” Risk)**. Lecture presented as part of the Study of the Electromagnetic Spectrum as a Warfighting Domain *Workshop 1: Emerging Trends in Hybrid and Informationalized Warfare*” in Washington, D.C.
- **Fall 2016 – Regaining the Strategic Initiative in the Gray Zone**. Lecture presented to the 5<sup>th</sup> Annual SOF Symposium *Synchronizing a Fully Integrated Special Operations Network* in Alexandria, VA.
- **Summer 2016 – Regaining Strategic Initiative in the Gray Zone**. Lecture presented to the students and faculty of the U.S. Army War College’s Distance Education program in Carlisle, PA.
- **Summer 2016 – Risk Assessment in Contemporary Defense Strategy**. Presentation to the “expert working group” advising the Army, Joint, and DoD-sponsored Army War College study on the same subject in Washington, D.C.
- **Spring 2016 – Campaigning in the Gray Zone**. Presentation at the CSIS panel *Deterrence in the 21<sup>st</sup> Century* as part of the U.S. Army War College’s annual strategy conference *Defense Choices for the Next Administration* in Washington, D.C.
- **Spring 2016 – Outplayed: Regaining Strategic Initiative in the Gray Zone**. Project roll-out briefing presented to the Joint Staff’s *Gray Zone Community of Interest* in and from Washington, D.C. and as part of the panel discussion *The Evolving Security Environment: A Military View* at the Kingston Conference on International Security in Kingston, ON.
- **Spring 2016 – Introductory Remarks**. Opening moderator remarks for the panel *Gray Zone Competition and Conflict: Challenges for Allied Security Institutions* at the Kingston Conference on International Security in Kingston, ON.
- **Spring 2016 – Campaigning in the Gray Zone**. Presentation as part of a Matthew B. Ridgway Center for International Security conference *Intelligence Challenges and Military Threats in the*



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*21st Century* in Pittsburgh, PA.

- **Spring 2015 – Preliminary Thoughts: National Commission on the Future of the Army.** Presentation (as part of a three-person advisory team) to the National Commission on the Future of the Army in Crystal City, VA.
- **Spring 2015 – Introductory Remarks.** Presenter and panel moderator for the panel *The Strategic Landscape: Trends in International Security* as part of the U.S. Army War College’s annual strategy conference *First Principles for 21<sup>st</sup> Century Defense — Challenges and Opportunities* in Carlisle, PA.
- **Spring 2015 — Introductory Remarks.** Presenter and panel moderator for the panel *Choices and Risk — First Principles for 21<sup>st</sup> century Defense* as part of the U.S. Army War College’s annual strategy conference *First Principles for 21<sup>st</sup> Century Defense—Challenges and Opportunities* in Carlisle, PA.
- **Winter 2015 – The Defense/Ground Force Implications of the Contemporary Environment.** Lecture presented to the senior researchers from the Defense Advanced Research Projects Agency in Carlisle, PA.
- **Winter 2015 – Future of Global Conflict.** Discussant and expert discussion leader on the same subject at breakout discussions as part of the UK Foreign and Commonwealth Office/Ministry of Defence conference *The Future of Global Conflict: Trends and Challenges Toward 2040* in Wilton Park, UK.
- **Winter 2015 – Balancing Ground Forces and Future Challenges Risk: A Discussion of the Findings of the 2013 CSIS Report “Beyond the Last War.”** Presentation to students and faculty of the U.S. Army War College in Carlisle, PA.
- **Summer 2014 – Defense Strategy, Military Advantage, and “At-Risk” U.S. Ground Forces.** Presentation as part of the panel *Ground Forces* during the Heritage Foundation conference *U.S. Military Power: Current Status and Future Prospects* in Washington, D.C.
- **Spring 2014 – Force Planning, QDR, and the Erosion of Military Advantage.** Presentation as part of the U.S. Army War College sponsored panel *QDR 2014: A Post-War Defense Strategy?* in Washington, D.C.
- **Spring 2014 – Defense Strategy and the Erosion of Military Advantage.** Presentation as part of the panel *Understanding 21<sup>st</sup> Century Military Advantage* during the U.S. Army War College’s annual strategy conference *Balancing the Joint Force to Meet Future Security Challenges* in Carlisle, PA.

### PODCASTS (2014-PRESENT)

- **Summer 2020 – Addressing Hypercompetition in the Indo-Pacific Theater**, SSI Live 081, Strategic Studies Institute.
- **Spring 2019 – Hypercompetition and Transient Advantage (INDOPACOM Series)**, War Room, U.S. Army War College.
- **Summer 2018 – Is a Reset with Russia in the Offing?**, SSI Live 080, Strategic Studies Institute.
- **Winter 2018 – Nathan Freier – How Warfare is Changing and Why the US is “At Its Own Peril”**, Episode 74, AllThingsRisk Podcast.
- **Winter 2018 – The New National Defense Strategy**, SSI Live 078, Strategic Studies Institute.
- **Winter 2018 – Multi-Domain Battle and the Pacific Theater**, SSI Live 78, Strategic Studies Institute.
- **Fall 2017 – The Evolving Character of Risk in the Emerging Security Environment**, OTH Podcast 3, Air Command and Staff College.
- **Summer 2017 – Relating Gray Zone Conflict and Multi-Domain Operations**, Over the Horizon Podcast 2, Air Command and Staff College.
- **Summer 2017 – At Our Own Peril: DoD and Risk Assessment**, SSI Live 73, Strategic Studies Institute.

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- **Winter 2016 – Retired General James Mattis as SecDef**, SSI Live 058, Strategic Studies Institute.
- **Spring 2016 – Defense Choices for the Next Administration**, SSI Live 47, Strategic Studies Institute.
- **Winter 2015 – The 2015 National Security Strategy**, SSI Live 25, Strategic Studies Institute.
- **Winter 2015 – The 26<sup>th</sup> Annual Strategy Conference**, SSI Live 22, Strategic Studies Institute.
- **Fall 2014 – The President’s Address on ISIL**, SSI Live 15, Strategic Studies Institute.
- **Summer 2014 – Political, Military, and Humanitarian Crisis in Iraq**, SSI Live 14, Strategic Studies Institute.
- **Summer 2014 – The End of Iraq as We Know It**, SSI Live 12, Strategic Studies Institute.
- **Summer 2014 – Examining the President’s West Point Speech**, SSI Live 11, Strategic Studies Institute.
- **Winter 2014 – Freier and Deni on Gates and “Duty”**, SSI Live 3, Strategic Studies Institute.
- **Winter 2014 – USAWC’s 2014 Strategy Conference**, SSI Live 1, Strategic Studies Institute.

### PROFESSIONAL CONFERENCE/COLLOQUIA LEADERSHIP AND ORGANIZATION

- **Spring 2016 – Conference Organizer, Panel Moderator, and Presenter – Defense Choices for the Next Administration**, 27<sup>th</sup> Annual U.S. Army War College Strategy Conference. Event co-sponsors: American Enterprise Institute, Center for a New American Security, Center for Strategic and International Studies, and the Atlantic Council of the United States.
- **Spring 2015 – Conference Organizer, Panel Moderator, and Presenter – First Principles for 21<sup>st</sup> Century Defense**, 26<sup>th</sup> Annual U.S. Army War College Strategy Conference. Event co-sponsor: Office of the Undersecretary of Defense (Policy). Panel partners: Carlisle Scholars Program, Center for Strategic and International Studies, Institute for National Strategic Studies, Center for Naval Analysis, Atlantic Council of the United States, Near East South Asia Center for Security Studies, and the National Intelligence Council.
- **Spring 2014 – Conference Organize, Panel Moderator, and Presenter – Balancing the Joint Force to Meet Future Security Challenges**, 25<sup>th</sup> Annual U.S. Army War College Strategy Conference. Event co-sponsor: Joint Staff J-7. Panel partners: Army Heritage and Education Center, the National Intelligence Council, Atlantic Council of the United States, Joint Staff J7, University of Pittsburgh, Center for Strategic and International Studies, Center for Naval Analysis.

### PROFESSIONAL COURSES TAUGHT

- **Summer 2010, 2011, 2012, 2015, 2017, 2018, 2019, 2020, 2021, 2022 – Defense Leadership and Strategy Development in the Post-9/11 World**. Four-day graduate-level summer elective seminar at the U.S. Army War College.
- **Spring 2018, 2019, 2020, 2021 – Gray Zone Considerations**. Six-week elective distance education course for rising Joint Force senior leaders on the challenge of purposeful gray zone resistance to U.S. influence.
- **Summer 2009 – DoD Strategic Leadership and Defense Strategy Development in a Complex, Unconventional Environment**. Four-day graduate-level summer elective seminar at the U.S. Army War College.
- **Summer 2006 – Redefining National Security in the 21<sup>st</sup> Century**. Five-day graduate-level summer elective seminar at the U.S. Army War College.

### MEDIA ENGAGEMENTS (2013-PRESENT)

- **Voice of America (Korean)**, DoD "Our commitment focused on Taiwan..." 7/6/2021.
- **Voice of America (Korean)**. "...DoD's China driven future defense policy." 6/17/2021.
- **Arirang TV (Korea)**, "Biden's First Speech to Congress, What Does 'Diplomacy and Deterrence' Mean." 5/4/2021.
- **Voice of America (Korean)**, "US DoD "Global US Force posture review to be conducted by Mid this Year." 2/5/2021.

## Curriculum Vitae

Nathan P. Freier

17 August 2024 (V87)

- **Voice of America (Korean)**, “What is the focus on Alliance Burden Sharing in Biden's era?” 2/4/2021.
- **Voice of America (Korean)**, “Supporting Indo-Pacom is also included in the mission.” 1/8/2021.
- **Voice of America (Korean)**, “North Korea-China-Russia pivot...,” 10/29/2020.
- **Voice of America (Korean)**, “60th year anniversary of US-Japan Mutual Defense Treaty...,” 9/10/2020.
- **Voice of America (Korean)**, “One on One Interview with Professor Freier,” 7/30/2020.
- **Voice of America (Korean)**, “SSI "Shift from Peninsula focused strategy necessary...,” 7/28/2020.
- **AI Monitor**, “Pentagon Adjusts Wargames to Cope With the Iran Threat,” 8/30/2018.
- **Army Times**, “Tough Sell: Why Aren't More Soldiers Rushing...Brigades,” 6/25/2018.
- **Breaking Defense**, “Russia, China Outmaneuvering US: Generals Recommend...Doctrine,” 6/15/2018.
- **Defense and Aerospace Report**, “U.S. Army War College's Freier on DoD Risk Assessment, 6/1/2017.
- **International Business Times**, “Afghanistan US Troop Levels,” 10/15/2015.
- **Washington Business Journal**, “Sequestration Threatens Already-Struggling U.S. Army,” 9/10/2015.
- **BloombergBusinessWeek.com**, “JPMorgan Goes to War,” 2/19/2015.
- **Washington Post**, “U.S.-Backed Iraqi Forces Face Risky Urban Warfare,” 2/8/2015.
- **Talking Points Memo**, “Where Security Experts Stand on Climate Change Causes of Terrorism,” 11/17/2015.
- **Breaking Defense**, “New Military Strategy Shows a Dangerous World,” 7/10/2015.
- **Breaking Defense**, “Time for US Strategy Review Then Tackle Goldwater Nichols,” 4/3/2015.
- **Washington Free Beacon**, “Experts: U.S. Needs to Fund, Position Military for Success in Future,” 6/14/2014.
- **Bloomberg.com**, “Contractors Scale Up Search for Heartbleed-Like Flaws,” 5/2/2014.
- **Breaking Defense**, “Hard Corps: Marine's Expeditionary Force 21,” 4/3/2014.

### HONORS AND AWARDS

- **2024—Recognized by the Deputy Secretary of Defense with the “Department of Defense Medal of Distinguished Public Service”** for establishing, integrating into regular order, and employing a new analytic function for strategic assessment and decision support in direct support of the Department's most senior leadership as the inaugural Director, Campaign Decision Support Team.
- **2023—Recognized by the Deputy Secretary of Defense with the “Department of Defense Medal for Outstanding Public Service”** for building first of its kind strategic assessment and decision support function on behalf of Department senior leadership, as well as building a stronger more formalized relationship between OSD and joint and service concept development and implementation.
- **2009-2017—Recognized three times by the U.S. Army War College Commandant with the “Commander's Award for Civilian Service”** for leading faculty-student integrated research teams on enterprise-level DoD risk and “gray zone” threats and for organizing and leading two high-impact national security conferences.
- **1988-2008—During 20 years of military service, recognized over a dozen times for merit with military awards including:** the Legion of Merit, two Bronze Star Medals, the Defense Meritorious Service Medal, the Joint Service Commendation Medal, three Army Meritorious Service Medals, the Army Commendation Medal, and four Army Achievement Medals.