

**Business Executives
for National Security**



LEADERSHIP REPORT **Fall 2020**

*Highlighting Member
Experience and Impact*

Message from the CHAIRMAN

Although 2020 will forever be remembered as a time the world was tested by the worst pandemic in over a century, this year also saw a remarkable response to COVID-19 challenges by Business Executives for National Security. I could not be prouder of the flexibility and creativity with which BENS quickly adapted to doing business during the pandemic, never losing focus on serving our military and government partners.

When Stanley Weiss founded BENS nearly four decades ago, the national security ramifications of an enemy like the COV-SARS-2 virus could not be foreseen. However, it is a true testament to his vision that business expertise can be leveraged to strengthen the Nation's defenses, no matter what threat we face.

An unprecedented number of BENS members rallied to support the **immediate COVID-related needs** of government partners like DoD's Joint Artificial Intelligence Center and the Veterans Administration, and to develop a new model of emergency response through the work of the **Commission on the National Response Enterprise**, which will make our Nation stronger and more resilient in the years to come.

Much uncertainty remains, but whatever the new "normal" looks like, BENS and our members stand ever at the ready to provide private-sector expertise to help government and military partners adapt their operations efficiently and effectively.

It is certain that the pandemic will enormously increase existing budget pressures on the Department of Defense. BENS is currently working to spotlight and reprise in February 2021 the seminal work of our **Tail-to-Tooth Commission** on the 20th Anniversary of its launch. With the goal of helping the Pentagon identify millions of dollars in administrative savings, we will apply the energies of teams of BENS members to renewing the push for implementation of the original Commission's eleven recommendations where appropriate, as well as to search for new savings which might be achieved in this new era of Great Power Competition.

In this report, you will find exciting new initiatives which we have launched and even more that are now taking shape. We are delighted to collaborate with the Harvard Kennedy School's Belfer Center **National Security Fellows program** by matching the full 2020 cohort of fellows with BENS-member advisors for professional development.

The new BENS **Competitiveness Council** was introduced and ramped up this summer to further align the private sector with the National Defense Strategy. And a dedicated team of BENS members who have been working with several agencies on the issue, published a **Talent Management handbook** with valuable recommendations for developing a 21st century national security workforce.

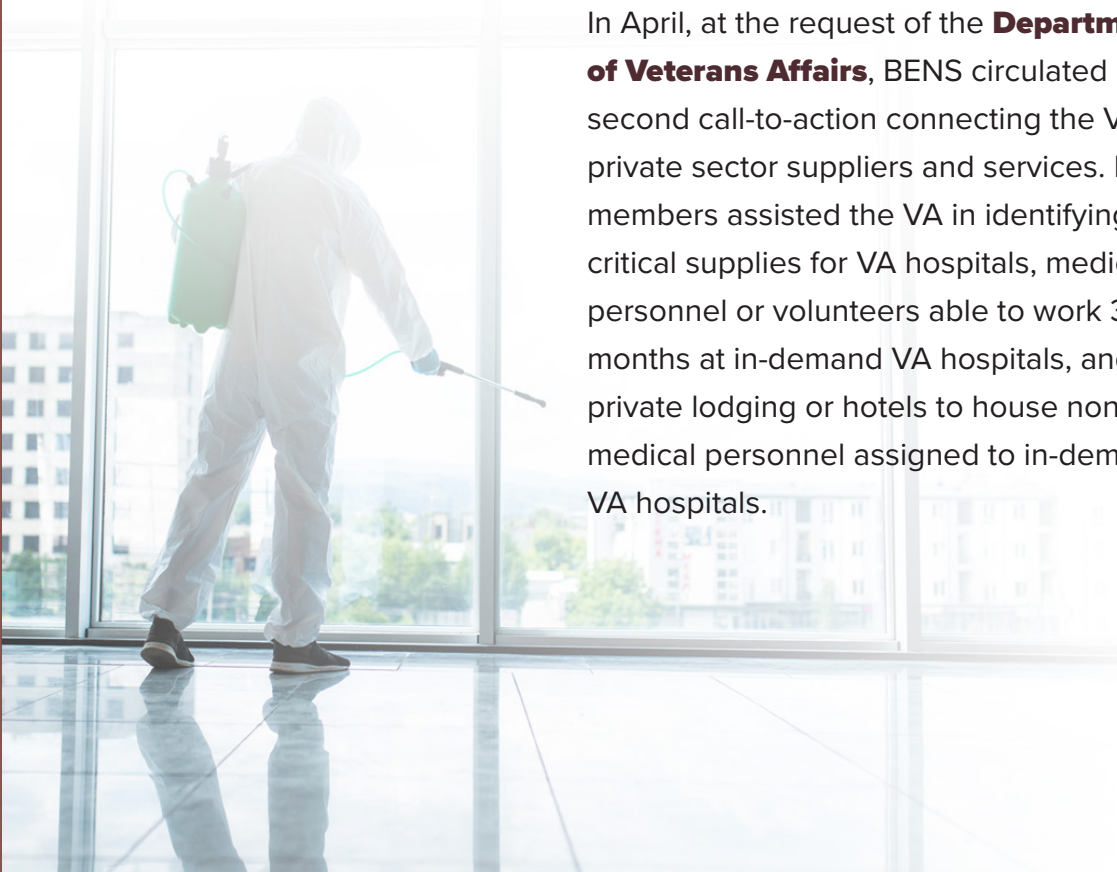
This year also marks important transitions for BENS, with **General Joseph Votel** setting and exceeding an ambitiously high bar in his first year as CEO and President. It has been my great honor to serve with Joe, along with our Board of Directors and most importantly, my fellow members during my term as Chairman. As I hand over the gavel to our incoming Chairman, **Mark Gerencser**, at the end of the year, I am truly honored to have had the chance to be a part of BENS' critical work helping to sustain and enhance the national security of the United States. President Dwight Eisenhower challenged Americans personally and professionally when he declared that national security takes a whole-of-society effort.

BENS is crucial to this mission and we are driven to engage new members and partners as we strive to fulfill his vision.

Norman C. Chambers
Chairman

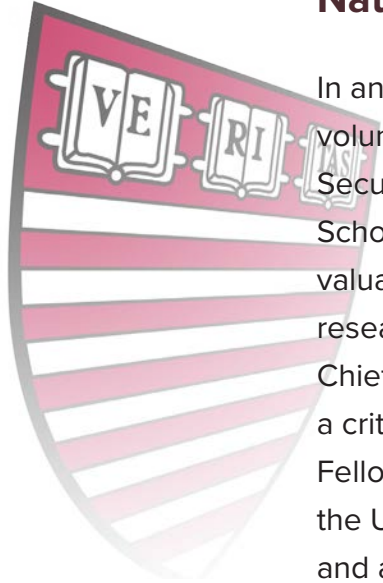
Calls-To- ACTION

With the onset of COVID-19, several government partners elicited BENS' help with private sector outreach to secure resources for their pandemic response efforts. DoD's **Joint Artificial Intelligence Center** (JAIC) sought data and analytics related to shortages in supplies of certain critical items which could help inform National Guard, state Guards and U.S. Northern Command response to COVID-19. To support this effort, BENS released a "call to action" seeking member input on desired datasets and introductions to other executives. BENS was able to provide the JAIC with names and contact information for more than 100 of our members offering connections to food, retail and health industry executives whose datasets might prove valuable to this effort.



In April, at the request of the **Department of Veterans Affairs**, BENS circulated a second call-to-action connecting the VA to private sector suppliers and services. BENS members assisted the VA in identifying critical supplies for VA hospitals, medical personnel or volunteers able to work 3-6 months at in-demand VA hospitals, and private lodging or hotels to house non-local medical personnel assigned to in-demand VA hospitals.

Advising the Harvard Kennedy School National Security Fellows



In an exciting new program launched this year, BENS member volunteers began serving as advisors to the Class of '21 National Security Fellows of the Belfer Center at Harvard's Kennedy School. Advisors provide professional development support and valuable perspective to fellows working on their independent research projects in preparation for their presentations to the Joint Chiefs of Staff in May 2021. BENS advisors are honored to make a critical investment in these future national security leaders. The Fellows Program includes representatives from all five branches of the U.S. military and civilian officials of the intelligence community, and are, on average, in their 17th year of service to the Nation.

Meet the Chairman-Elect

Longtime Director Mark Gerencser will take the helm as BENS Chairman January 1. Mark is an expert on business strategy and operating models, having spent more than three decades at Booz Allen Hamilton where he was managing director of the firm's Global Government Business and managing partner of its Commercial Business. He has been recognized as one of the Top 25 Most Influential Consultants in the World and one of the Top 10 Game Changers in Washington, DC. He is well published and co-authored the 2009 best-seller, *Megacommunities: How Leaders of Government, Business and Non-Profits Can Tackle Today's Global Challenges Together*.



During his 13 years on the Board, Mark chaired the Projects Committee and is a longtime member of the Executive Committee. He has been a key driver in advancing several of BENS activities, and his role as Chairman of the Board will provide valuable continuity for developing the future of the organization's work in support of the national security enterprise.

Among his priorities for 2021 and beyond: broadening and deepening our industry representation, boosting our intellectual capital, and enhancing recognition of member contributions to BENS projects, councils, governance and brand.

Tail-to-Tooth Commission AT 20 YEARS

With the nation entering a new millennium and the Department of Defense turning its attention to new threats following the end of the Cold War a decade prior, BENS in 2001 constituted the Tail-to-Tooth Commission. The Commission developed over a dozen primary recommendations focused on reducing excessive Pentagon overhead and inefficient large-scale functions that took away from the resources available for U.S. warfighters. Today, as BENS approaches two decades since the hallmark initiative and the Department of Defense enters a new decade – with geostrategic competition and the likelihood of austere budget environments driving calls for fresh ways to address burgeoning challenges – an opportunity arises to assist. To take advantage of the opportunity afforded, BENS will host a celebratory forum marking the 20th anniversary of the BENS Tail-to-Tooth Commission, and utilize the event to launch a new initiative that once again brings best business practices to bear for the Department of Defense.

The Forum, planned for February 24, 2021, will host some of the Nation’s most senior defense officials and experts reflecting on the improvements and transformations the Pentagon has undergone over the last 20 years to adapt to rising challenges, as well as how the Department of Defense should transform once again to prepare for current and future ones. Highlighting the event will be a keynote panel featuring former Secretaries of Defense **Ash Carter**, **Chuck Hagel**, and **Leon Panetta**. Stay tuned for additional details!

BENS leaders present the original Tail-to-Tooth report on Capitol Hill in 2001. From left: General Richard Hearney, BENS CEO; Warren Rudman, Chair of the President's Intelligence Advisory Board; Josh Weston, BENS Board member and former CEO of ADP.



COMMISSION ON THE NATIONAL RESPONSE ENTERPRISE

Catalyzed by the pandemic, BENS launched the Commission on the National Response Enterprise to improve U.S. response to national-scale emergencies through enhanced coordination between government, business, and civil society.

Chaired by former Secretary of Homeland Security **Jeh Johnson**; Chairman and CEO of Johnson & Johnson, **Alex Gorsky**; and author and former Managing Partner of Booz Allen Hamilton, **Mark Gerencser**, the Commission consists of thirty Commissioners including several of America's top government, military, business, and civil society leaders.

Five distinct Working Groups, totaling 80 BENS members across the country, conducted the majority of research, information-gathering, and external interviews. Each Working Group focused on core elements of emergency response: Surge, Supply, People, Infrastructure & Economy, and Roles. Members participated in conversations with more than 200 emergency management professionals, business executives, military leaders, civic and industry associations, and members of local, state, and federal government to drive their analysis.

The Working Groups generated a series of recommendations that were compiled into the Commission's soon to be released *Call-to-Action*, which advocates for an effective, flexible system of command, control, communication, and cooperation across all three sectors bolstered by technological optimization. By implementing these recommendations, decision-makers can ensure the right resources get to the right place during a crisis.

The next phase of Commission work will focus on implementation of the Call-to-Action's three key findings and 11 recommendations. Immediate priority focus will be on the new Administration's transition teams and agency review teams, the House Homeland Security Committee and the Senate Committee on Homeland Security and Governmental Affairs, and their relevant subcommittees.

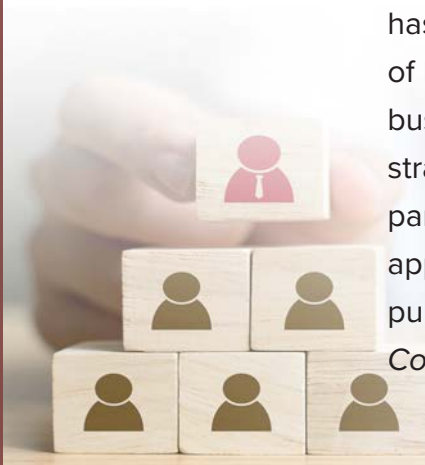
Project TRACKS

Critical Defense Challenges

China's continued and rapid technological, economic, and military advancements are a core concern for the national security enterprise. Confronting this challenge requires leveraging the resources of both the public and private sectors and implementing domestic technology safeguards and security to allow the United States to maintain its competitive edge. BENS' work in this track is focused on helping implement innovative mechanisms supporting a wide range of technology development that might not otherwise be captured, in particular with agencies across the Department of Defense.

The 21st Century National Security Workforce

Recruiting and sustaining a talented workforce is critical to tackling 21st century national security challenges. Agencies across the national security enterprise recognize their workforce is one of their most important assets to protect the United States and develop security advantages over foreign adversaries. These agencies also increasingly realize that building a high-quality, competitive workforce drawing top talent from all talent pools requires changes to their traditional approaches, including incorporating practices from the private sector, which is often competing for the same pool. BENS has worked with several agencies within the Departments of Defense and Homeland Security to share insights from business leaders for building an effective talent management strategy. Recognizing these discussions with government partners addressed common themes and elicited solutions applicable across the national security space, this year BENS published *Talent Management: A Strategy for Great Power Competition*, which is further described on p. 9.



National Security Strategic Modernization

National security leaders recognize they must adapt and rethink the way they carry out and achieve their missions to outcompete strategic competitors and address 21st Century security challenges that countries such as China and Russia are posing. To do so, agencies across the national security enterprise are seeking to reform their work and implement transformative changes to become more efficient and effective in their missions. Several of BENS' government partners have turned to us for industry best practices they can institute to accomplish those changes and achieve those efficiencies. BENS' work in this track has included supporting reforms carried out at the Department of Veterans Affairs, advising on operational efficiencies sought by the Department of State, contributing to forward planning regarding the Department of Homeland Security's physical footprint and providing input into the development of the Defense Counterintelligence and Security Agency's operational model. With the onset of COVID-19 in 2020, these discussions have expanded and also featured lessons from the private sector to create a safe workspace now and in the future.

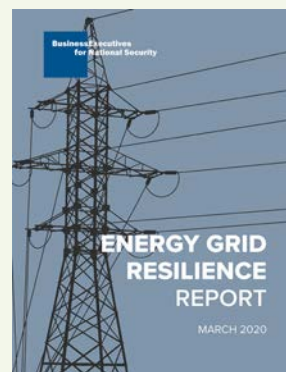
Talent Management Report



National security agencies have frequently engaged BENS seeking best practices from industry for building a capable and diverse workforce. To encapsulate the workforce challenges government partners faced and the recommendations BENS members have provided,

BENS published *Talent Management: A Strategy for Great Power Competition*. The report included eight recommendations centered on: 1) Establishing a strong business case; 2) Identifying champions using a whole of organization approach; 3) Examining and appropriately assessing promotion practices; and 4) Tailoring recruitment and retention to talent needs. This report helps national security leaders develop a talent management strategy aligning with their mission, and designed with broad support from the workforce and other key stakeholders.

Grid Resilience Report



The electric grid plays a central role in the Nation's economy and the security of its people. However, the grid is under increasing threat from severe weather events and hostile cyber actors, and could be vulnerable to "black sky" events such as an electromagnetic pulse. To address these threats,

BENS published the *Energy Grid Resilience Report* in March 2020 outlining recommendations from the BENS Energy Council to enhance the resilience of the grid. These recommendations included: enhancing cross sector threat information sharing, deploying modern technologies that help identify and mitigate risks, engaging in preparedness planning and exercises, and developing a cybersecurity strategy.

Councils UPDATE

Serving as communities to incubate and drive thought leadership, the BENS Councils leverage the experience and expertise of BENS members to address emergent national security challenges within core issue areas. Each Council is comprised of industry leaders and professionals who regularly engage on common interests and deliver products stimulating awareness and action.



The Technology & Innovation Council in 2020 released *5G – A Guide to Secure Adoption by Business*. Aimed at small to medium-sized businesses, this guide offers private sector leaders an accessible handbook comprehensively outlining the various characteristics of 5G, along with best practices for employing 5G into business operations and a convenient reference table for mitigating potential challenges associated with 5G adoption.



The Resilience Council focused much of their time in 2020 investigating current vulnerabilities to America's supply chain for critical minerals, and in December, released a series of information sheets raising awareness and stimulating action for bolstering access to these essential resources. Among other issues, this series detailed China's dominant position for critical mineral production and outlined the economic and national security risks associated with America's current reliance on imports.



The Energy Council released the *Energy Grid Resilience Report* – outlining four state-level approaches that, if applied nationally, would lead to a more resilient U.S. electric grid. These approaches would fortify the U.S. grid from natural or kinetic threats, as well as electromagnetic disturbances. The Council is now developing a video highlighting the potential of hydrogen as a valuable resource for the U.S. military. For more details on this report, see p. 9.



The Competitiveness Council, formed in September 2020, is BENS' newest Council. Dedicated to addressing the most pressing security challenge of our time – geostrategic competition with peer and near-peer nations – the Council has already garnered participation by over 90 BENS members and launched a speaker series aimed at improving private sector understanding of Great Power Competition. The series has featured some of the nation's foremost experts including former Deputy National Security Advisor for Strategy, Dr. Nadia Schadlow; author of *The Kill Chain*, Christian Brose; and Chairman of the National Security Commission on Artificial Intelligence, Eric Schmidt. The Council will devote their time in 2021 to expanding their efforts – raising further awareness on the various issues and threats related to geostrategic competition and providing fresh perspective and insight on how to better address this existential challenge.

Events & FIELDWORK

Engagements in events and travel were perhaps most affected of all BENS programs by the pandemic. Quickly and seamlessly, we shifted an active lineup of speakers and experiences to **online formats and capitalized on the expanded reach and participation** these engagements made possible.

The BENS staff also was pleased to complete terrific visits before the lockdown to the U.S. Secret Service Training Academy; the Bureau of Alcohol, Tobacco, Firearms, & Explosives headquarters; the National Burn Laboratory; the U.S. Marshals Service headquarters; plus two Fugitive Apprehension Rides-Along. We ended the year strong with an in-person visit of 11 members at Ft. MacDill AFB, Tampa, to engage with both U.S. Special Operations Command (SOCOM) and elements of U.S. Central Command (CENTCOM).

Coordinated efforts between the Projects and Engagement teams have made possible this year **nearly 250 opportunities for members to engage in BENS project work**, the Council activities, and the Commission on the National Response Enterprise. The team has also continued to develop new relationships with federal organizations and law enforcement agencies including the U.S. Marshals Service, DARPA, the FBI and their Domestic Security Executive Academy, the Department of Homeland Security (DHS) Executive Exchange Program, and the Office of the Director of National Intelligence / DHS Public-Private Analytic Exchange Program.

ENGAGEMENTS AT-A-GLANCE

124

In-person and Virtual BENS Events Were Hosted in 2020

11

Distinct National Security Agencies or Departments Engaged in 2020

33

Active or Retired General Officers and Current or Former Cabinet Officials Featured in 2020

Photos opposite, from top: 1. Members at the U.S. Secret Service Training Academy. 2. Participants take part in a Strike Taskforce ride-along at the U.S. Marshals Service headquarters. 3. Members take a behind-the-scenes tour of the USSOCOM SOFWERX Data Engineering Lab. 4. A special tour at the Bureau of Alcohol, Tobacco, Firearms & Explosives included a demonstration at the ATF Burn Laboratory.

RECENT SPEAKERS HAVE INCLUDED:

Gen. Frank McKenzie, Jr.

U.S. Army, Commander, U.S. Central Command

Bill Evanina

Director of the National Counterintelligence and Security Center

Gen. Joseph Dunford

U.S. Marine Corps (Ret.), 19th Chairman of the Joint Chiefs of Staff

RADM Mark Montgomery

U.S. Navy (Ret.), Executive Director, Cyberspace Solarium Commission

James “Hondo” Geurts

Assistant Secretary of the Navy for Research, Development and Acquisition

Gen. John F. Kelly

U.S. Marine Corps (Ret.) and former White House Chief of Staff

VADM T.J. White

Commander, U.S. Fleet Cyber/U.S. Tenth Fleet

Gen. John Hyten

U.S. Air Force, Vice Chairman of the Joint Chiefs of Staff

Gen. Martin Dempsey

U.S. Army (Ret.) and 18th Chairman of the Joint Chiefs of Staff

Amb. Ron Gidwitz

U.S. Ambassador to Belgium and Acting U.S. Representative to the European Union

Ernest Moniz

Co-Chair & CEO of the Nuclear Threat Initiative and former U.S. Energy Secretary

Gen. John Raymond

Chief of Space Operations, United States Space Force

Paul Murphy

FBI Chief of Staff

Gen. Hawk Carlisle

U.S. Air Force (Ret), President & CEO, National Defense Industrial Association

David Pekoske

Administrator of the Transportation Security Administration



Eisenhower Award CELEBRATIONS



The BENS Eisenhower Award honors extraordinary Americans

who reflect the spirit and vision of President Dwight D. Eisenhower’s farewell address and his call for each of us—as citizens, soldiers and public servants—to become involved so that “liberty and security can prosper together.”

The Spring 2020 awards celebrated the achievements of Air Force Chief of Staff General **David L. Goldfein**, **Thomas J. Campbell**, Founder and Managing Partner of DC Capital Partners, LLC, and co-owners and leaders of the Sierra Nevada Corporation **Eren and Fatih Ozmen**.

The Fall 2020 awards honored Arizona State University President and In-Q-Tel Chairman **Michael Crow**, 3M Chairman and CEO **Michael Roman**, and Director of Central Intelligence **Gina Haspel**.

Both ceremonies were held virtually, made possible by the conference room in the Washington, DC office being converted into a full-fledged broadcasting studio.

From top-left: Admiral Michael Mullen shares his appreciation for honoree Michael Crow at the Fall 2020 Eisenhower Awards Virtual Celebration, with Master of Ceremonies General Joseph Votel.

BENS Vice President for Emerging Challenges James Whitaker (right) gives cues to General Joseph Votel and Michele Votel during the Spring 2020 Eisenhower Awards Virtual Celebration.

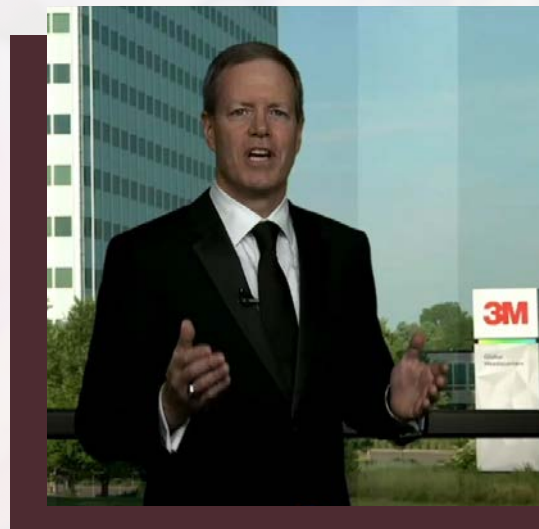
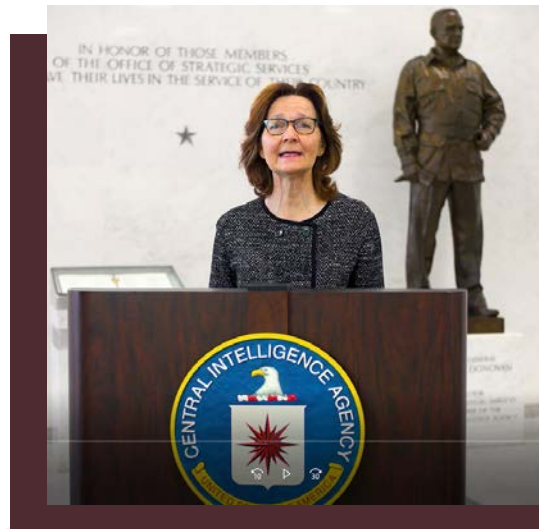


A roster of top national security leaders and friends joined BENS in celebrating the 2020 honorees, sharing personal stories and insights on recipients' contributions to our nation's security. Speakers included Ambassador John Abizaid, former Air Force Secretary Deborah Lee James, former Under Secretary of Defense Michèle Flournoy, former Cyber Czar Richard Clarke, Admiral (ret.) Michael Mullen, U.S. Representative Betty McCollum (MN-4th), and Fiserv, Inc. Executive Vice President Thomas Higgins.

For additional engagement, the Fall ceremony featured a virtual cocktail reception and breakout discussions led by special guests: James Baker, Director of Net Assessment, Department of Defense; Michael Brown, Director, Defense Innovation Unit at the Department of Defense; Dr. Stacey Dixon, Deputy Director, National Geospatial Intelligence Agency; Susan Eisenhower, author of *How Ike Led: The Principles Behind Eisenhower's Biggest Decisions*; General Curtis Scaparrotti, U.S. Army (Ret.), former Commander, U.S. European Command and Supreme Allied Commander of NATO; and Juan Zarate, senior national security analyst for NBC News and MSNBC, and Chairman, Financial Integrity Network.

BENS is proud to recognize our honorees for their remarkable careers of putting the country first. Each recipient is a testament to President Eisenhower's enduring legacy and vision of national security as the work of a whole society. As true public servants, they do not seek the spotlight but were called to service by a deep and genuine commitment to our nation's highest ideals.

Past recipients of the Eisenhower Award include civil servants such as Secretaries of State Michael Pompeo and Hillary Rodham Clinton; military leaders such as former Chairman of the Joint Chiefs of Staff, General Joseph Dunford; and business leaders such as Cisco CEO Chuck Robbins and Amazon.com Founder Jeff Bezos.



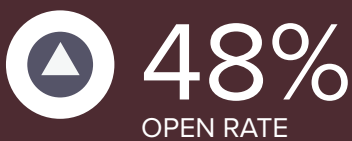
From Top: Director of Central Intelligence Gina Haspel; 3M CEO Michael Roman; In-Q-Tel Chairman Michael Crow.

COMMUNICATION ENHANCEMENTS FOR 2020

This summer, the team redesigned our weekly newsletter and relaunched this member-benefit as the *Executive Brief*. The newsletter continues to highlight important national security news, spotlights upcoming events, and features frequent calls-to-action from our government partners seeking member expertise.

2020 EMAIL ENGAGEMENT

EXECUTIVE BRIEF NEWSLETTER

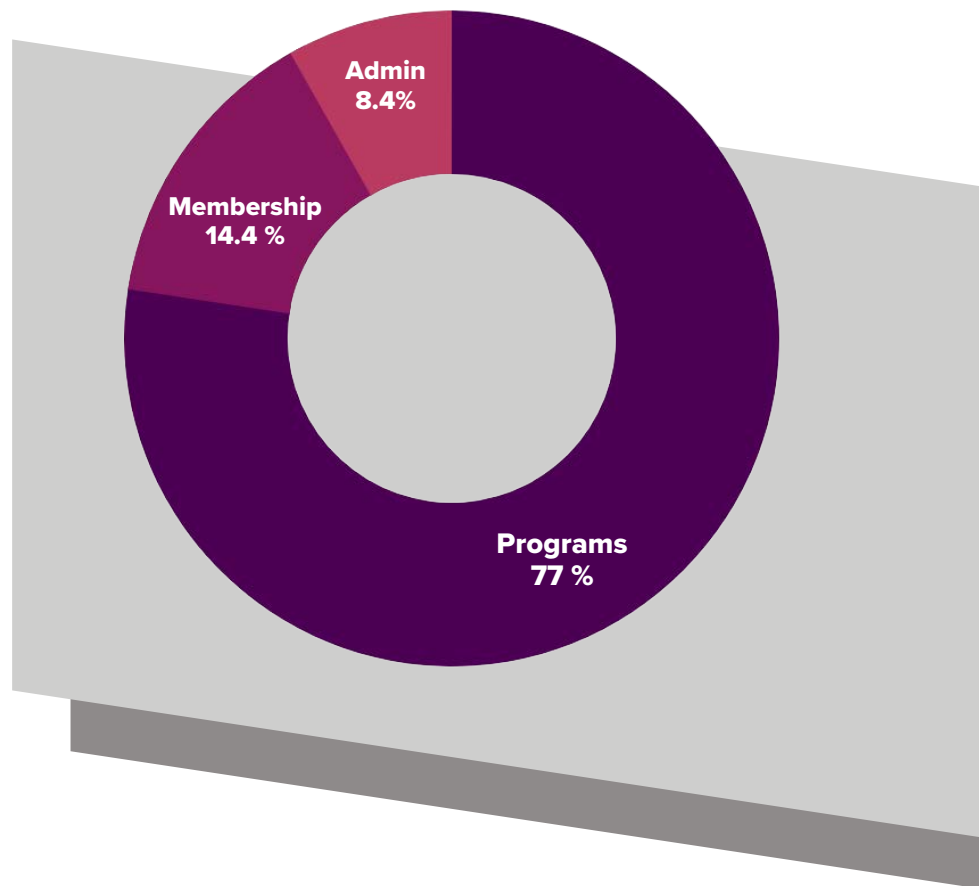


Percentages note open and click rates for 2020. Triangle represents growth YOY.

FINANCIALS

BENS is thankful for our members' strong commitment to our mission, and remains steadfast in our promise to prudent, ethical, and transparent stewardship of their generous financial contributions. We are proud to report that we continued our long historical record of unqualified audit opinions this past year and have maintained a 4-Star Charity Navigator rating, the highest score by the independent charity evaluator. The organization is also managing its largest reserves in BENS history, besting the record set in 2018. The latest Audited Financial Statements and IRS Forms 990 are now available at [BENS.org](https://www.bens.org).

2019 Expenses by Type



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NCI Building Systems, Inc.*

CHAIRMAN-ELECT

Mark J. Gerencser
*Chairman
UMUC Ventures*

PRESIDENT & CEO

General Joseph L. Votel
U.S. Army (Ret.)

FOUNDING CHAIRMAN

Stanley A. Weiss

CHAIRMAN EMERITUS

Bruce E. Mosler
*Chairman of Global Brokerage
Cushman & Wakefield, Inc.*

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*Managing Director
Biltmore Capital Group, LLC*

Mary M. Boies
*Counsel
Boies, Schiller & Flexner, LLP*

Denis A. Bovin
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Evercore Partners, Inc.*

Ramon P. Marks
*Retired Partner
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Thayer Leader Development
Group*

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Fisher Brothers Management Co.

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Field Point Capital Management Co.

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Mark S. Hacker

EVP, General Counsel & CAO

Motorola Solutions Inc.

Michael D. Hankin

President, CEO & Director

Brown Advisory

Thomas J. Higgins

EVP & Head of General Services

Fiserv, Inc.

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Cavalry Asset Management

Ed Kania

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CEO

Marcus Partners

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Brian H. Monks

Vice President & CSO

Underwriters Laboratories LLC

Mark S. Newman

Chairman & CEO (Ret.)

DRS Technologies, Inc.

Stuart B. Parker

Former President & CEO

USAA

Kristi M. Rogers

Managing Partner & Co-Founder

Principal to Principal

Roger S. Shedlin

President, CEO & Chairman

OrthoNet

Mark R. Shenkman

Chairman & CIO

Shenkman Capital Management

James Shira

Global Chief Information &

Technology Officer

Pricewaterhouse Coopers

Donald V. Smith

Senior Managing Director (Ret.)

Houlihan Lokey Howard & Zukin

Heidi L. Steiger

Founder & CEO

Topridge Associates, LLC

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Hoover Institution

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*Chairman of the Board
AAR Corp.*

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Edwin A. Wahlen, Jr.

*Managing Partner
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BUSINESS EXECUTIVES FOR NATIONAL SECURITY
front-cover; p. 6; p. 14; p. 15

PATRICK SWEENEY
front-cover; p. 13

APPLYING BEST BUSINESS PRACTICES TO ADDRESS THE NATION'S MOST PRESSING SECURITY CHALLENGES

ACTIONABLE SOLUTIONS, that utilize best business practices

MEMBER DRIVEN AND FINANCED where members participate in their individual capacity and government funding is not accepted

FIERCELY NONPARTISAN, avoiding partisan debate that take positions on the size of the nation's security budget or specific weapons systems or strategies

BOUND BY STRONG ETHICS that preclude members from lobbying or engaging in business development

A TRUSTED PARTNER who has supplemented government efforts for nearly four decades

COMMITTED TO CONTINUOUS IMPROVEMENT valuing government partner and member feedback to produce ever more effective outcomes



★★★★
CHARITY NAVIGATOR
Four Star Charity

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