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 35 years

**COMMITTED TO CONTINUOUS IMPROVEMENT** valuing government partner and member feedback to produce ever more effective outcomes
YEAR-END NUMBERS

EXECUTIVES THROUGHOUT THE NATION 457
NATIONAL & INTERNATIONAL TRIPS MADE 16
EVENTS HELD THROUGHOUT THE COUNTRY 127

CHARITY NAVIGATOR RATING ★★★★★

Numbers reflect January–December 2018
Dedicated to former BENS Director Bruce Whitman who passed away on October 10, 2018. His leadership and gentle smile will be missed.
Since our last Leadership Report in May, BENS has closed out the second-half of the year advancing the level of support we provide our government partners. In addition to more than 100 conversations held with top national security leaders in each of our seven regions, our members in the last twelve months have taken critical steps to address the nation’s most pressing security challenge – competition from near-peer competitors such as China.

Released in January, The National Defense Strategy validated BENS’ approach to 2018 projects and activities and sharpened our way forward for 2019. Increased focus on the challenges of China and a return to peer competition brought requests for assistance from both old and new partners at a pace not seen in the past. This led to the development of high-level executive relationships that will certainly facilitate our work in the year ahead. Business reform efforts across the national security enterprise reflect deep concern about threats challenging U.S. technological superiority and how the U.S. Government conducts its business operations. A series of government partners requested member expertise in confronting the challenges posed by the current dynamic state- and non-state threat environment.

BENS continues the mission set by our founder Stanley Weiss, bridging the public-private sector seam and applying the best business practices our government partners need to keep us safe. BENS members have engaged with national security leaders at every level, from enlisted troops during one of our 13 national trips throughout the year, to a private work session with the Office of the Director of National Intelligence. They have gone beyond our domestic borders; building key relationships with our allies during four international trips covering seven countries and contributing to a more efficient and effective national security posture for our country. This report highlights our member’s many achievements and the contributions they made possible.
The National Defense Strategy details the security challenges faced by the United States, chiefly the threat posed by great power competitors, China and Russia. BENS’ national security government partners have articulated with ever more clarity the extent to which these foreign adversaries have sought to undermine and surpass American economic, political, and military advantage by leveraging both public and private sector networks. Competing most effectively and applying best business practices to the nation’s pressing security challenges has never been more important.

Our military and government partners have tapped BENS for experienced business leaders who get the big picture and possess the specific skills and practical expertise to achieve strategic, enterprise-wide transformations. Our workload reflects these demands. BENS members currently are working on 16 lines of effort across multiple national security agencies and departments.

2018 PROJECTS AND ACTIVITIES IN NUMBERS

100+ Members Involved in BENS Work

12 Areas of Expertise Provided

31 Recommendations Offered
WRAPPING UP 2018
A FEW HIGHLIGHTS

During the second half of 2018, BENS continued its efforts with partners within the Department of Defense, the Department of Homeland Security, and the Federal Bureau of Investigation. Each sought business guidance tailored to their distinct challenges, but related to a common theme: how to more effectively outcompete foreign adversaries to better secure and protect America.

**BENS shared perspectives and strategic guidance on:**

- Developing alternative private and public sector funding mechanisms to address the challenges for U.S. innovators in the national security space of competing with foreign adversaries;

- Opportunities to improve outreach, coordination and effectiveness of approaches across the government and business sectors to meet increased challenges posed by great power threats; and

- Defense enterprise real property management related to data collection, space and risk issues, and sustainment costs.

Key Insights for Transforming Organizations: A product featuring key recommendations to achieve an enterprise-wide organizational transformation focused on analytics-based decision-making.

Building the National Security Bench 2018: Ensuring a Strong Senior Government Service: the product focuses on subject areas critical to new and ongoing administrations, and to the presidential transition teams that will be stood up by both parties as part of the 2020 cycle: (1) better preparing and educating nominees at the front end and (2) providing recommendations for streamlining financial disclosure requirements and conflicts of interest processes.
For 2019, our work will focus on three major areas designed to meet the needs of our national security partners and most effectively address the business practice components of the major national security challenges the United States faces:

The 21st Century National Security Workforce

Recruiting and sustaining a talented workforce is critical to tackling 21st century challenges, especially safeguarding national and homeland security. Public and private sector entities are competing for the same talent, and many hiring authorities within the public sector are competing against one another. Our members are sought out for recruitment, management, and retention expertise, and for related experience with organization transformation, strategic communications, and data analytics, all of which factor into designing and implementing effective responses.

National Security Strategic Modernization

Great power/foreign adversaries and malicious actors continuously probe both the public and private sector infrastructures for vulnerabilities. The federal government has recognized that private sector involvement and engagement is critical in addressing these national security challenges. Our national security community partners, in law enforcement and intelligence, seek assistance in modernizing their approach to better incorporate private sector best business practices and participation. Our work in this area involves process, organizational, and cultural changes, as well as outreach and strategic communications.

Defense Reform

The Pentagon is nearing the anniversary of the initiation of its major management reform and reorganization efforts, which call for overhauling the Department’s business operations in several critical areas. BENS has been working with DoD business reform leaders in some of these areas, including technology and business systems reform. As BENS completes work with individual reform teams, we will be prepared to provide Pentagon leaders with enterprise-wide advice, as needed.
The Energy, Resilience, and Technology & Innovation Councils each have initiated and advanced work in areas with the potential to develop into BENS activities or projects. The councils also draw directly on members’ talent and experience in substantive areas. Each also hosts events of interest to a broader group of BENS members and government partners.

The Technology & Innovation Council hosted a series of discussions with experts from the Defense Innovation Board and Department of Defense Information Technology and Business System Reform team, and held a session on cyber-enabled economic warfare. The Council drafted *Cybersecurity Standards of Care 101*, a product providing organizations of any and all size and type with a brief, easily accessible overview of cybersecurity risk management steps to consider. Council leaders – Lauren Bedula, Lars Buttler, and Ben de Bont – plan additional Council discussions on matters in the cyber, technology, and innovation space.

The Resilience Council has forged a relationship with partners from the law enforcement and intelligence community. An initial roundtable discussion on how the private and public sectors can work together to address risks, threats, and vulnerabilities posed by great power/foreign adversary competitors led to a series of potential work streams. The Council, led by Sean Murphy, Dawn Scalici, and Stephen Shapiro, anticipates moving forward with an approach that will increase information sharing and coordination among the private sector and the national security community, to improve the ability of all involved to meet the challenges posed by foreign adversaries.

The Energy Council is conducting research regarding grid resilience to both man-made and natural threats, including electromagnetic pulse/geomagnetic disturbance and cyber. Council members are evaluating past/current private sector interaction with federal and state governments to assess how effective existing critical infrastructure and operating procedures are in supporting both a culture of preparedness and clear lines of communication between stakeholders. Findings and recommendations for meeting these challenges will be addressed in a public white paper/product.
EVENTS & ENGAGEMENTS
CONVERSATIONS

Building on the stellar line-up of speakers in the first quarter, members in each of BENS’ seven regions continued to host an incredible cadre of the nation’s most prominent national security experts and officials. Members hosted conversations with senior officers in every Service in addition to representatives from the Department of Homeland Security, Office of the Director of National Intelligence, and U.S. Secret Service, among others. Members received briefings from U.S. Special Operations Command and the Drug Enforcement Agency, were regaled on the heroism of the “9/11 Horse Soldiers”, and discussed the importance of public-private partnership with the Director of the FBI. Members at the regional level have also gone outside the conference centers and boardrooms in their community, visiting local military installations, training facilities, and FBI field office weapon ranges.

14
Cities throughout the nation where BENS events were held in 2018

23
Active or retired general officers hosted in 2018
1. Lt. Gen. John F. Mulholland, USA (Ret.)
   fmr. Deputy Commander, U.S. Special Operations Command
   Atlanta, GA

2. Admiral John M. Richardson, USN
   Chief of Naval Operations
   Boston, MA

3. General Darren W. McDew, USAF (Ret.)
   fmr. Commander, U.S. Transportation Command
   Chicago, IL

4. Admiral William F. Moran, USN
   Vice Chief of Naval Operations
   Dallas, TX

5. Christopher A. Wray
   Director, Federal Bureau of Investigation
   New York, NY

   Director of Strategic Operational Planning, National Counterterrorism Center
   Palo Alto, CA

7. Dr. Stacey Dixon
   Director, Intelligence Advanced Research Projects Activity
   Washington, D.C.
BENS members had the opportunity to interact with the national security community firsthand at various installations around the country. Members received briefings on key military and security missions, observed training, and, on occasion, even took part in exercises. This year’s domestic travel included, among others, visits to Naval Special Warfare Command in California, Nellis Air Force Base in Nevada, and Marine Corps Special Operations Command in North Carolina. Particularly valuable was an overnight stay aboard the USS John C. Stennis where members were able to land and takeoff from an aircraft carrier and a trip to Fort Bragg, North Carolina where members participated in a capabilities exercise conducted by U.S. Army Special Operations Command.

BENS members also travelled abroad, meeting with international leaders to discuss key security issues affecting their region and hear from those on the frontlines about the challenges they are facing. This year doubled the number of international trips BENS hosted, taking members to five additional countries following a trip to Qatar and United Arab Emirates in February.

**Germany, Poland & France | June 10**

A BENS delegation headed to Europe this past summer for detailed discussions on the regional economic and security issues shaping U.S. and European affairs. With stops in Stuttgart, Germany; Warsaw, Poland; and Paris, France, members engaged U.S. European Command staff and senior government and nongovernment officials on an array of topics – ranging from tensions with Russia to combating violent extremism. Conversations stressed the importance of a strong alliance between the U.S. and European allies and prioritized clear communication between nations as key to overcoming the challenges in both Eastern and Western Europe.
South Korea | September 9

At the invitation of then-U.S. Forces Korea’s Commander, General Vincent Brooks, a BENS delegation flew to South Korea in early September to meet with Korean business leaders and officials to discuss the changing strategic environment in the region and the continuing dangers of - and possibility of peace with - the North Korean regime. Of those who BENS met with, there was increased optimism that a negotiated peace between the Republic of Korea and the Democratic People’s Republic of Korea is possible, and American support is vital to the process. The trip also provided an opportunity to visit the Korean Demilitarized Zone, where members toured the Joint Security Area and an infiltration tunnel dug by North Korea for clandestine operations.

Japan | October 20

A visit to Japan in late October included observation of Fleet Activities-Yokosuka (7th Fleet), meetings with U.S. Forces-Japan, and discussions on U.S.-Japanese relations with Japanese government, military, and business leaders. Many conversations focused on China and the challenges posed by the Far East nation’s ambitions for regional stature. The concerns Japanese leaders shared mirror those had by U.S. security and economic officials, and encouraged continued cooperation and partnership between the two nations to manage China’s momentum.
HONORING THE CITIZEN SOLDIER

Before an audience of over 500 industry and national security leaders in New York City, BENS on October 17th presented their 2018 Eisenhower Award to the Chief of the National Guard Bureau, U.S. Air Force General Joseph Lengyel and Hall of Fame quarterback and former Executive Chairman of JLL Americas, Roger Staubach. The evening was dedicated to our Nation’s citizen soldier – Americans, like those in the National Guard and Reserves who are prepared to leave their civilian jobs, lives, and families when called upon during times of crisis and national defense. The dinner, which also offered recognition of the U.S. Air Force’s 353rd Special Operations Wing who played a decisive role in the Thai cave rescue earlier in the year, marked the second Eisenhower Dinner in 2018. The first occurred in April, honoring Vice Chairman of the Joint Chiefs of Staff, U.S. Air Force General Paul J. Selva and Chairman and CEO of Cisco, Chuck Robbins.
COMMUNICATIONS

BENS continues to maintain an informed and up-to-date community. The organization’s commitment to clear and engaging content has led to high open and click rates across all of its external communications – particularly during a period when industry averages are falling – and our expansion into new communication vehicles has provided members greater opportunities to connect with key constituencies. BENS has also continued to source media outlets to keep the public informed on practices and insights critical for an effective and efficient national security enterprise.

EMAIL ENGAGEMENT

- **WEEKLY DIGEST**
  - Open Rate: 43%
  - Click Rate: 13%

- **EVENT INVITES**
  - Open Rate: 46%
  - Click Rate: 5%

*24% open rate / 2.5% click rate = industry average for nonprofits*
Updated Profile Video
BENS in July released an updated video profile that provides an improved viewer experience and incorporates comments from current Chairman of the Board, Norm Chambers. This latest version utilizes professional motion graphics and messaging that better convey BENS’ mission and tenets.

BENS Whiteboard
BENS is now offering a forum for members to share insights through the BENS Weekly Digest. Dubbed the BENS Whiteboard, this feature conveniently offers members the opportunity to publish commentary on a range of national security issues.

RECENT OP-EDS

Inability to fulfill key positions threatens our national security argues vacancies to key posts hinder our nation’s ability to respond to national security threats and outlines concrete steps for assembling experienced leaders to top national security positions. Published in The Hill, November 21, 2018. Authored by retired Air Force General Norton A. Schwartz and BENS Director Thomas F. Stephenson.

U.S. debt addiction threatens national security discusses one of the biggest dangers to our nation and argues for prudent policies to right the fiscal ship. Published in The Baltimore Sun, September 11, 2018. Authored by retired Air Force General Norton A. Schwartz and BENS Member Todd J. Stein.
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