While there were obvious trials related to the continuing COVID-19 pandemic, 2021 was a year for BENS to solidify the objectives outlined in our five-year strategy. We aggressively engaged new government partners, increased member participation and involvement in activities across the board, and laid out strong project, engagement and travel plans that kept BENS at the forefront of public-private collaboration and allowed us to leverage the considerable expertise of our members. All of us at BENS are excited about taking this momentum into 2022.

Thanks for your continued support.

— General Joseph Votel USA (retired), President and CEO, BENS
A unique nonpartisan nonprofit comprised of senior business and industry executives who apply best business practices to address the nation’s pressing security challenges.

**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 prohibit members and staff from lobbying or engaging in business development activities

**A TRUSTED AND NEUTRAL PARTNER AND CONVENER** focused solely on strengthening US security and the national security enterprise

**COMMITTED TO CONTINUOUS IMPROVEMENT** valuing government partners and member feedback to produce ever more effective outcomes
CONTENTS

2 Chairman & CEO Message
3 Work With Partners
5 2021 Highlights
7 Thought Leadership
   – The Commission on National Response Enterprise
   – Sharpening DOD’s Competitive Edge: Tail-to-Tooth At 20
9 2022 Project Plan
11 Councils
13 An Improbable American Life: Stanley Weiss, 1926–2021
15 Commander Conversations
17 National/Regional Events
19 Trips
21 Communications
23 Eisenhower Award Dinner
25 Financials
25 Leadership
26 Board of Directors
Looking back over the past twelve months, we are energized by BENS’ continued success in forging new ground even as the COVID pandemic continues to impact both the Nation’s and our organization’s operations. In addition to a booming program of more than 100 virtual events, BENS travel program and live engagements with a number of partners returned this year, including our in-person fall Eisenhower Award Dinner in New York City and visits to Panama, Fort Knox, Camp Lejeune, plus many more.

We began the year with an important forum in February, titled Sharpening DoD’s Competitive Edge: Tail-to-Tooth at 20. This event brought together three former Secretaries of Defense and other key experts to celebrate the legacy of the seminal work of BENS’ Tail-to-Tooth Commission. Panels throughout the day analyzed transformations which may be required over the next decade to help the Department of Defense adapt to geostrategic competition in an environment of burgeoning defense and budgetary challenges. Those discussions and findings generated momentum around a new project track for BENS focused on the Future Industrial Base, which will launch in 2022. Teams of BENS members have since been re-engaging with both long-time and new partners like the US Marshals Service, ATF, Customs & Border Protection, NGA, and the DHS Chief Readiness Support Officer, among others. Challenges taken on during work sessions with these organizations have ranged from revamping recruiting and promotion strategies, to driving more effective data-driven decision-making processes, to real property management, including defining future workplace needs in the context of COVID-19.

Members are also investing real time and energy into the work of our four BENS Councils, publishing information on topics ranging from semiconductors and the challenges of developing sustainable energy, to the vital role US industry plays in the Nation’s geostrategic competition with China. Meanwhile, members continue to push for implementation of the recommendations of the BENS Commission on the National Response Enterprise, providing expert testimony on Capitol Hill and meeting with the current leadership at the Federal Emergency Management Agency.

2021 will also, sadly, forever represent the end of an era for BENS, with the death of our founder, Stanley Weiss, in August. Though he is no longer with us physically, Stanley remains our North Star, and the BENS Board of Directors is fully committed to protecting his vision and staying true to the guiding principles in which he grounded BENS in 1982 and guarded so strongly in the decades since.

As we mourn Stanley’s loss and honor his legacy, we also look ahead to the celebration of a major BENS milestone next year – the 40th Anniversary of our founding. In celebration, we will feature a new logo, debuted throughout this report, and plans are in the works for a culminating signature policy forum event next fall. Stay tuned for details.

More than ever before, our partners are telling us how imperative it is for each of them to work with the business community in order to maintain America’s competitive advantage. We are proud to advance BENS as their partner of choice in achieving this goal and thank you, and all of the members of BENS, for making it possible!
BENS is actively working to share our members’ expertise with organizations across the national security enterprise – both partners of long-standing and potential new partnerships. These efforts have created several unique opportunities and an exciting expansion of the traditional definition of being a BENS partner.

During 2021, a number of partners sought private sector insights into business-related plans and processes within their mission areas, and BENS was honored to host work sessions for them with our member experts:

- Air Force Office for Commercial and Economic Analysis
- Bureau of Alcohol, Tobacco, Firearms & Explosives
- US Customs and Border Protection
- Defense Counterintelligence and Security Agency
- DHS Chief Readiness Support Officer
- National Geospatial-Intelligence Agency
- Office of Naval Research
- United States Marshals Service
- United States Secret Service

These roundtable conversations covered a wide range of topics:

- Acquisition process improvements to accelerate development and fielding of advanced technologies
- Data-driven approaches to workforce transformation
- Creating a wholistic approach to developing a “workplace of the future”
- Driving transparency and staff buy-in through improved internal communication methodologies and creation of a common operating framework
- Industry best practices in the management of field operations
- Ensuring mission readiness through evaluation and analysis of challenges related to hiring, staffing, recruiting, and attrition
- Effective workforce engagement in ongoing Quarterly Performance Review processes
- Alignment of data collection with mission-critical execution of strategic goals
- Messaging, rolling out, implementing, and analyzing new programs aimed at expanding recruitment from underrepresented communities
Extending BENS Reach:

BENS members’ knowledge and experience were sought in several interesting ways outside traditional partner engagements and work sessions.

– The US Competitive and Innovation Act: Senate leadership sought insights and expertise from BENS members in the drafting of legislation to develop and fund new tools for the US to address technology innovation gaps. The bill, which was passed by the Senate in June, authorized funding for basic and advanced technology research over a five-year period.

– The Institute for Defense Analysis: Peter Levine, former Deputy Chief Management Officer at DoD, conducted interviews with a number of BENS members as part of a study undertaken by IDA, a non-profit federally funded research and development center, to assist the Department of Defense with improving its processes for accessing and recruiting new talent.
While the pandemic continued throughout the year, BENS members and staff didn’t miss a beat. Notable developments have created value for our members and expanded our influence and impact, including:

**In-person gatherings are back!**

The comfort level of BENS members around the country with respect to gathering in groups continues to vary widely. As live events, project work, and travel have gradually resumed, we’ve maintained a robust schedule of virtual activities so that no member feels pressured to participate in-person. This will continue indefinitely. Please watch our Events Calendar, the *Executive Brief*, and emails for upcoming opportunities to engage with national security experts and fellow BENS members.

**Launched a new Commander Conversations Series**

featuring current Combatant Commanders and Service Chiefs. To date, General Votel has hosted conversations with 12 commanders, providing members with insights directly from top leaders in these limited-engagement virtual forums.

**Building Relationships with Future Military Leaders**

BENS is driving the creation of mentor/advisor relationships with military fellows in select secondary education institutions. The dual goal of this program is to introduce future generations of military, intelligence, and homeland security leaders to the resources BENS provides, and at the same time, engage BENS members in their development throughout the fellows’ careers. Thirty-seven BENS members acted as mentors for eighteen members of the 2020/21 class of Harvard Kennedy School Belfer National Security Fellowship program.

**Expanded Definition of Partner**

Another CEO top priority is the development of relationships with federal law enforcement and other non-traditional BENS partners. Strong new partnerships are now developing with organizations including Homeland Security Investigations (HSI); INTERPOL; DARPA; MIT Lincoln Labs; US Marshals Service; the Department of Alcohol, Tobacco, Firearms and Explosives; TSA; US Customs and Border Protection; SOFWERX; and AFWERX.
Outreach to the New Administration

General Votel has made the development of relationships with newly-confirmed members of the Biden Administration’s national security team a top priority in 2021. Key connections have been facilitated with: Deputy Secretary of Defense Kathleen Hicks; VA Secretary Denis McDonough; Director of National Intelligence Avril Haines, Secretary of the Army Christine Wormuth, Deputy Secretary of Homeland Security John Tien, FEMA Administrator Deanne Criswell; and the Director of CISA Jen Easterly, among others. A new communications piece is nearing completion for General Votel to use as introductory pieces and leave-behinds in this outreach going forward.
When COVID-19 exposed critical weaknesses in America’s planning and processes for responding to threats and emergencies, BENS convened its Commission on the National Response Enterprise (CNRE) to develop substantive recommendations for a path forward.

The Commission was comprised of some of the United States’ most accomplished leaders on this issue—from four-star generals, admirals, and former cabinet-level officials, to past and present CEOs of some of the country’s most respected corporations—to research and analyze the many facets of an effective emergency response and identify opportunities for improvement. The Commission was co-chaired by Jeh Johnson, former Secretary for Homeland Security; Alex Gorsky, Chairman and CEO of Johnson & Johnson; and Mark Gerencser, former managing director of Booz Allen Hamilton and BENS Chairman of the Board.

The Commission released its Call to Action report at a February public forum to examine how truly effective emergency response will only be possible when it is powered through a seamless partnership between government, business, civil society, and the American people.

General Joseph Votel and a number of CNRE Commissioners and Working Group leaders have taken advantage of opportunities to press for action on implementation of the Commission’s findings and recommendations over the last eight months. These have included: providing testimony at hearings of the Senate Homeland Security and Governmental Affairs Committee and its Subcommittee on Emerging Threats and Spending Oversight; appearing twice before the National Governors Association and FEMA’s National Advisory Council; meeting with the new FEMA Administrator Deanne Criswell and her leadership team; and working with Senators Bill Cassidy and Maggie Hassan, and Representatives Elissa Slotkin and John Katko, on several targeted pieces of related legislation.

Recent Op-Eds:

The Covid Relief Bill is a Good Start, But What About the Next National Emergency? Authored by General Joseph Votel and Mark Gerencser. Published by CNN, March 15, 2021.

3 Steps We Must Take Now to Prepare for the Next National Crisis Authored by Ginni Rometty, Former Executive Chairman of IBM and Commissioner of the BENS Commission on the National Response Enterprise. Published by Fortune, February 10, 2021.
BENS hosted a public forum on February 24 on the 20th anniversary of our Tail-to-Tooth Commission, which in 2001 convened defense and business leaders to devise recommendations focused on reducing excessive Pentagon overhead and inefficient functions that took away from the resources available for US warfighters.

The virtual public forum brought together BENS members and former Secretaries, Deputy Secretaries and other experts to celebrate the legacy of the original Commission and advance the next decade of transformations that will assist the DOD in adapting to geostategic competition in an environment of burgeoning defense and budgetary challenges.

The SecDef panel with former Secretaries Ash Carter, Mark Esper, and Leon Panetta explored opportunities where DOD, the Administration, Congress and the private sector can all work together to ensure our military men and women are prepared to meet current and future challenges and adversaries.

The Deputy/Under Secretary panel focused on often-competing pressures of budget constraints, acquisition reforms, and the search for new efficiencies. BENS member Denis Bovin moderated the panel of Gordon England, former Deputy Secretary of Defense and former Secretary of the Navy; Frank Kendall, former Under Secretary of Defense for Acquisition, Technology, and Logistics; and Robert Work, former Deputy Secretary of Defense.

The third panel of experts and Defense officials considered the challenges of oversight, readiness, workforce development, and strengthening the industrial base. BENS member Francis Finelli moderated the panel of John Bonsell, former Staff Director, Senate Armed Services Committee; Alexander Gray, former Deputy Director for the Defense Industrial Base, National Security Council; Peter Levine, former Deputy Chief Management Officer of the Department of Defense; and Elaine McCusker, former Deputy Under Secretary of Defense (Comptroller).
Developing the National Security Workforce
Consolidate and share a body of best private sector practices across the entire workforce development cycle that helps our NSE partners create the most competitive national security workforce.

Since 2014, organizations across the national security enterprise have sought assistance from BENS in tackling a wide range of workforce challenges. Our members have shared personal experiences and private sector best practices related to recruitment, retention, talent management, and most recently, diversity, equity, and inclusion strategies with leadership from the US Army, US Navy, National Geospatial-Intelligence Agency, US Secret Service, US Marshals Service, and the Bureau of Alcohol, Tobacco, Firearms & Explosives, among others. The new Special Working Group on Workforce Development will consolidate BENS’ efforts to date in this area and continue to build a reservoir of resources and talents to benefit national security organizations looking for help in the future. Co-Chaired by members Scott Drach (VP of HR for Corporate and International, Boeing) and George Graffy (President, Smart Circle International), this group will bring together BENS members with top-caliber expertise in talent, human resources, and workforce strategy.

Strengthening the Future Industrial Base
Inform the discussion and help lead change on a Future Industrial Base that better postures the nation to maintain its competitive advantage.

As this program takes shape, areas of specific focus may include defining the characteristics of a future industrial base, improving resilience and access to supply chains for critical supplies, informing R&D and the science base for capability and technology development, and identifying approaches and mechanisms to quicken the innovation, capability, and capacity cycles. BENS’ work in this track will organize around the definable and manageable parts where we business leaders can drive impactful change. BENS’ first Distinguished Fellow, James ‘Hondo’ Geurts will provide strategic oversight of this work throughout the next year. BENS will hold additional discussions with the Office of Naval Research and other acquisition organizations across DOD to share industry insights and experiences that can help modernize the Pentagon’s approach to acquisition.
Environment and National Security

Posture BENS to share private sector insight, information and best practices to assist partners in the development and implementation of their climate resilience and mitigation policies, strategies and investments.

The BENS Energy and Resilience councils continue their events series bringing together experts and senior officials who can outline the federal challenges and responses to climate and resilience risks. These discussions have illuminated how private sector expertise, insight, and best practices are informing US government planning and implementation strategies. As the council discussions inform our work in this area, BENS is focusing on its potential for impact while maintaining our non-partisan and neutral approach to national security.

Bridging to the Private Sector

Leverage BENS’ credibility and convening power to pursue opportunities where we can align public and private sector knowledge and capabilities and apply the full range of US power to address the nation’s security challenges.

National security organizations across the federal government are increasingly realizing how critical close relationships with the private sector are to the successful execution of their missions. Over the past several years, partners like the FBI, US Secret Service, DHS and others, have benefitted from insights provided by BENS members into how to build ties within their communities and industries. BENS also welcomes opportunities to help our partners push information about issues of immediate concern out to our members across the country. Examples from 2021 include engagements with the Air Force Office for Commercial and Economic Analysis (OCEA) to discuss outreach and messaging to industry regarding the risks of doing business in China, and with US Customs and Border Protection (CBP) to expand private sector awareness of priority concerns regarding illicit trade related activity. We will be working to formalize and expand these types of 2-way information exchange going forward.
Competitiveness Council
In addition to continuing its successful speaker series in 2021, the BENS Competitiveness Council produced a primer on Great Power Competition aimed at educating and galvanizing the US business community. This formative piece outlines the issues and challenges intersecting industry and the Nation’s strategic rivalry with China, and provides a set of recommendations business leaders should implement to offset the measures the Chinese Communist Party are taking to outpace the US and broaden their influence globally. Members are also working with subject matter experts to investigate and analyze US investments into Chinese markets, and US will look to release a comprehensive report on the Chinese financial system early next year. With regards to the speaker series, the Council has been fortunate to host such experts as Keith J. Krach, former Under Secretary of State for Economic Growth, Energy, and the Environment, and leaders from the Commission on the Theft of American Intellectual Property, former Director of National Intelligence Dennis C. Blair and former Utah Governor Jon M. Huntsman, Jr.

Energy Council
The BENS Energy Council launched a new information series this year discussing the challenges and issues related to the development of sustainable energy, producing in September pieces focusing on such topics as cybersecurity challenges facing the US energy grid and production challenges facing renewable energy manufacturers. The Council followed that release in December with a second set of pieces. This one focusing on more niche topics such as small modular reactors and pumped storage hydropower.

The Council also teamed-up with members from the BENS Resilience Council in the summer to host a series of engagements to discuss federal efforts and strategies to address the challenges spurred by climate change. These engagements featured senior officials from the National Oceanic and Atmospheric Administration, Idaho National Laboratory, and Joseph Bryan, the Department of Defense’s Senior Climate Advisor. Mr. Bryan spoke with BENS on the same day his office released the Pentagon’s Climate Adaptation Plan.
Resilience Council

Building on the success of their Critical Minerals Series from 2020, the BENS Resilience Council developed a companion piece this fall focused on the confluence of factors behind the global semiconductor shortage. This six-part series outlines the various inputs and international framework that comprise the semiconductor supply chain and compiles the potential policy actions that have been proposed to ensure access to these critical components in the future. A new initiative is underway, aimed at helping business directors assess the risks to their enterprise and the potential impact those risks have on the continuity of operations. To aid in their effort, the working group spearheading this initiative interviewed – among others – Rachel Kyte, Dean of the Fletcher School at Tufts University, and Conan Ward, President of RubiQon Risk and Insurance Services. The group also had the opportunity to speak with BENS members on the risks and best practices within their particular industries. Interviewees included Stuart Glickman, Vice President of Global Supply Chain at Emergent BioSolutions, and Steve Darnell, President and CEO of SPG International.

Technology & Innovation Council

Coming off the heels of their last report – 5G: A Guide to Secure Adoption by Business – the BENS Technology and Innovation (T&I) Council furthered their research into the hardware, software, and cyber issues impacting US security. This includes a soon to-be released examination of the national security implications of the splinternet, which will be accompanied by a series of discussions with industry experts on the issue. The T&I Council also hopes to resume its involvement in assessing and commenting on the Under Secretary of Defense for Research and Engineering’s “top 10 technology list.” This top 10 list, derived from the last National Defense Strategy, acts as a priority list for technologies that the Defense Department must have to ensure its advantage over potential adversaries. The dual use nature of many of these technologies makes the voice of the private sector critical for their successful adoption and integration into the military. BENS T&I Council members intend to offer this voice.
An Improbable American Life: 
Stanley A. Weiss | 1926–2021

Stanley was the guardian of the DNA of the organization. As we say, nonpartisan. It’s nonpartisan, is member driven, and we’re only going to embark on projects in which we can deliver measurable results
— Raphael Benaroya

Stanley Weiss was an irrepressible mining raconteur who lived life by the rule, “Don’t Be Boring.” The fact that he regularly found himself in the company of presidents, prime ministers, and diplomats is a highly improbable American story, proof that the world is shaped by ordinary people who push themselves to do extraordinary things.

In 1945, just three weeks after his 17th birthday, Stanley signed up for the US Army and prepared to join the fight in the Second World War. He was being readied to participate in the full-scale invasion of Japan, a deadly mission expected to have massive numbers of casualties. But then his hero, Harry Truman, ordered the atomic bombs dropped on Hiroshima and Nagasaki, ending the war. “Those bombs,” he wrote decades later, “took more than 200,000 lives—but they probably saved mine.”

Soon after the war, his life was changed again when he saw The Treasure of the Sierra Madre, a movie starring Humphrey Bogart as a down-on-his-luck American who searches for gold in Mexico. He decided on the spot to move to Mexico to seek his own fortune.

He never found gold, but he discovered manganese—a mineral required for a range of products, including as a strengthening agent for nuclear weapons. It made him a fortune, as his companies would become the largest supplier of magnesia in North America.

After 25 years in business, he craved greater purpose, to give back to the country he loved. He became a scholar at Harvard studying the geostrategic challenges of nuclear weapons and mutually assured destruction. Soon after, he realized the purpose that would consume the next 25 years of his life and founded BENS in 1982.

It was a conference on nuclear conflict that brought Weiss’ focus to the value of business perspectives for the national security enterprise. For three days, he listened to a long parade of experts—including academics, activists, retired military officers, clergy, and politicians—when he realized that “the problem was being addressed from every professional point of view except one: No one from the business community had been asked to contribute.”
“In that moment,” he added, “my entrepreneur’s eye began to see what wasn’t there: a business organization that would work on security issues with businesslike pragmatism … where business leaders would use their influence for real change for the country … and push for concrete results.”

“And that,” he wrote, “is how BENS was born.”

The business leaders he recruited in the following years were “risk takers, entrepreneurs with a passion for our country … who thought the business side of the Pentagon ought to run as well as the country’s best corporations.” Through his decades of leadership, Weiss and BENS would go on to make important contributions to US national security.

Reflecting back on his life, Weiss wrote: “I sometimes think of all the things that wouldn’t have happened in my life if the invasion had gone forward … I think of the opportunities I’ve had to create a better world … and the full circle I’ve come from having my life saved by the bomb, to selling minerals that made the bomb possible, to emerging as a philanthropist to assure that not one nuclear weapon will ever be used again.”

“In the end,” he concluded, “I guess I ended up finding gold after all.”

All of us at BENS will cherish Stanley’s memory forever. His legacy inspires BENS to continue driving positive change in national security.

“"I think the legacy that Stanley has left behind are two interconnected pieces. One is a love of country and patriotism and the other is a love of courageous conversation. And discussion and disagreement and debate done in a respectful way that shows collegiality and fellowship, and honors good thinking and good intentions." — Mary Boies

“"In that moment,” he added, “my entrepreneur’s eye began to see what wasn’t there: a business organization that would work on security issues with businesslike pragmatism … where business leaders would use their influence for real change for the country … and push for concrete results.”

“And that,” he wrote, “is how BENS was born.”

The business leaders he recruited in the following years were “risk takers, entrepreneurs with a passion for our country … who thought the business side of the Pentagon ought to run as well as the country’s best corporations.” Through his decades of leadership, Weiss and BENS would go on to make important contributions to US national security.

Reflecting back on his life, Weiss wrote: “I sometimes think of all the things that wouldn’t have happened in my life if the invasion had gone forward … I think of the opportunities I’ve had to create a better world … and the full circle I’ve come from having my life saved by the bomb, to selling minerals that made the bomb possible, to emerging as a philanthropist to assure that not one nuclear weapon will ever be used again.”

“In the end,” he concluded, “I guess I ended up finding gold after all.”

All of us at BENS will cherish Stanley’s memory forever. His legacy inspires BENS to continue driving positive change in national security.

“"One of the greatest tributes to any human is how they influence other people. Stanley influenced an entire country. We will miss Stanley enormously, but for those of us and I include myself prominently in this list, who he inspired, who he taught, who he encouraged, we will try to take his message forward." — Denis Bovin
In 2021 BENS launched the Commander Conversation Series providing exclusive opportunities (some by invitation only) for members to hear directly from current Combatant Commanders and Service Chiefs. In these discussions General Votel explores the state of play in the field, priorities and challenges for the command, operations and manpower, and American competitiveness. To date we have hosted conversations with:

1. **Admiral Craig S. Faller**, Commander, US Southern Command (SOUTHCOM)
2. **Admiral Philip S. Davidson**, Commander, US Indo-Pacific Command (INDOPACOM)
3. **General Stephen R. Lyons**, Commander of US Transportation Command (TRANSCOM)
5. **General James C. McConville**, Chief of Staff of the Army (CSA)
7. **General Charles Q. Brown Jr.**, Chief of Staff of the Air Force (CSAF)
8. **General Christopher G. Cavoli**, Commanding General, US Army Europe-Africa (AREUR-ARAF)
9. **General John M. “Mike” Murray**, Commanding General, US Army Futures Command (AFC)
10. **General Kenneth S. Wilsbach**, Commander, Pacific Air Forces Command (PACAF); Air Component Commander for US Indo-Pacific Command; and Executive Director, Pacific Air Combat Operations Staff (PACOPS)
11. **General Mark Milley**, Chairman of the Joint Chiefs of Staff (CJCS)
BENS occupies a trusted space with the nation’s most powerful national security influencers, and our members participate in exclusive and discreet conversations with them throughout the year. In 2021, BENS hosted 166 engagements with top national security leaders. These interactions offer an insider’s perspective on the most vexing challenges and provide opportunities for members to share lessons learned and counsel in areas where they have expertise.

BENS hosts intimate small group events under the Chatham House Rule, open discussions, lectures, and forums with opportunities for questions and answers.
Some of the notable virtual discussions and in person events with distinguished guests included:

Bill Priestap, Former Assistant director of the FBI Counterintelligence Division, and Holden Triplett, a former FBI special agent on how the business world is being transformed by nation-state threat competition and espionage

Johnson & Johnson Chairman and CEO Alex Gorsky on COVID-19 vaccine

Alan Kohler, Assistant Director, Counterintelligence Division, Federal Bureau of Investigation


Lieutenant General William Liquori, Deputy Chief of Space Operations, US Space Force

Ambassador John Sullivan, US Ambassador to the Russian Federation and former Deputy Secretary of State

Norman Roule, the former National Intelligence Manager for Iran from the Office of the Director of National Intelligence

Lieutenant General Mary O’Brien, Deputy Chief of Staff for Intelligence, Surveillance, Reconnaissance and Cyber Effects Operations, US Air Force

Major General Kevin Vereen, United States Army Recruiting Command

David Laufman, immediate past Chief of the Counterintelligence and Export Control Section (CES) in the National Security Division at the Department of Justice on Economic espionage

Vayl Oxford, Director, Defense Threat Reduction Agency

General Timothy Ray, Commander, Air Force Global Strike Command

Vice Admiral Robert Sharp, Director, National Geospatial-Intelligence Agency

Michael Leiter, Congressional Investigations and Government Policy at Skadden

Former Deputy Secretary General of NATO Rose Gottemoeller

Jack Devine, former Associate Director of the CIA's operations outside the United States, author of Spymaster's Prism: The Fight Against Russian Aggression and Founding Partner & President, The Arkin Group

Admiral James Stavridis and Elliot Ackerman, co-authors of the new book, 2034: A Novel of the Next World War

Robert Greenway, former Deputy Assistant to the President and Senior Director of the National Security Council's Middle Eastern and North African Affairs Directorate on the Abraham Accords

Joel Rayburn, former Deputy Assistant Secretary for Levant Affairs and Special Envoy for Syria, US State Department on ISIS

Paul Kolbe, Director of the Intelligence Project at Harvard University’s Kennedy School of Government

Bill Braniff, Director of the National Consortium for the Study of Terrorism and Responses to Terrorism (START)

Dr. Ike Wilson, President of the Joint Special Operations University at MacDill AFB

Dr. Michael G. Vickers, former Under Secretary of Defense for Intelligence

Lt. General Brian Beaudreault, USMC, Commander, II Marine Expeditionary Force

Lieutenant General Robert “Pat” White, Commanding General of III Armored Corps and Ft. Hood

David Pekoske, Administrator of the Transportation Security Administration (TSA)

Representatives Seth Moulton (D-MA) and Jim Banks (R-IN), co-chairs of the bipartisan Future of Defense Task Force
This year, BENS members had the opportunity to interact with the national security community firsthand at various installations around the United States and at one international trip to Panama. Members received briefings on key military and security missions, observed training, and, on occasion, took part in exercises.

Camp Lejeune, US Marine Corps, North Carolina
Our delegation explored USMC’s pivot toward confronting the threat of near-peer competition and a potential conflict in a fully digital age. Exploring the USMC Commandant’s 2030 Plan, the group saw demonstrations of the new robotics-based company-assault range, the MV-22 Osprey virtual trainer, and toured the ‘Gunfighter Gym’ and infantry immersion trainer. We heard detailed briefings and discussions on new force design implications regarding great power competitors and Camp Lejeune’s $3.7B infrastructure overhaul.

Homeland Security Investigations (HSI), INTERPOL US, and CISA; Arlington, Virginia
For the first time ever, HSI hosted a BENS delegation providing an up-close look into the US federal law enforcement mission in support of intellectual property rights, anti-counterfeiting and piracy, cyber-crime, counterproliferation and other elements of the trans-national criminal enterprise. The National Intellectual Property Rights Coordination Center provided an intriguing view of issues of great interest to the membership. At the HSI Cyber Crimes Center, we focused on cyber capabilities, methods and computer forensic techniques used to combat cyber-crime.

The delegation also received a leadership briefing from INTERPOL US — and visited CISA headquarters for a briefing with newly confirmed Director, Jen Easterly.

US Naval Special Warfare Command Naval Base, San Diego
BENS members traveling to San Diego had a special opportunity to observe US Navy SEAL training firsthand as well as tour their new housing and training facilities. In addition to command briefings and weapons handling, the delegation rode high-speed watercraft and toured Navy Warship USS Miguel Keith.

Fort Jackson, Columbia, South Carolina
Highlighting a ‘crown jewel’ of US Army human capital, BENS members visited Fort Jackson, the main production center for Basic Combat Training where they live the motto, “Victory Starts Here.” The group observed recruits making their way through the pipeline from arrival to graduation. Getting a close look at the Night Infiltration Course in action and reviewing the firing ranges and infantry exercises were compelling experiences. On the last day the group was honored to witness as members of the 2nd Battalion, 13th Regiment graduated to become new soldiers—Fort Jackson’s first graduates since the COVID-19 pause began.

Nellis Air Force Base and AFWERX, Las Vegas, Nevada
BENS received a unique opportunity to engage with USAF operators and strategic leadership, along with the AFWERX innovation hub. Hosted by the USAF 57th Operations Group, our delegation explored the flight line and the Nellis Air Traffic Control Facility, the Red Flag/Threat Training Facility, the 64th Aggressor Squadron and the USAF Warfare Center. At AFWERX, the delegation had a deep dive into the rapid innovation and access which is a priority challenge facing DOD.

Visit to Panama
At the request of USSOUTHCOM C/O ADM Craig Faller, our delegation met with officials to gain a fuller understanding of Panama’s business environment and the security issues shaping US-Panama relations. The itinerary featured private discussions with Panama’s president, ministers of Foreign Affairs and Public Security, the Panama Canal Authority, the Colon Free Trade Zone, and US and local business leaders operating in country. The visit provided valuable insights on challenges such as US competitiveness, especially among state-owned enterprises, as well as China’s aggressive economic expansion into Central and South America.
**Fort Knox and Rubicon, Kentucky**

BENS members traveling to Ft. Knox took part in briefings and strategic presentations by commanding generals of US Army’s Cadet Command, HR Command, and Recruiting Command. Many of the delegation are participating in the new BENS Special Working Group on Workforce Development – including our two co-chairs, Scott Draugh and George Graffy.

Additionally, the group was hosted by the founder of tech company Rubicon, BENS Member Nate Morris. Our group toured Rubicon’s global headquarters and received a comprehensive briefing on Rubicon’s work in the waste elimination sector.

The trip concluded with a guided visit to Keeneland Racetrack and a private bourbon tasting.

---

**US Customs and Border Protection, New York/New Jersey**

For a firsthand look at the CBP mission-space and operations, a group of members visited the CBP New York Field Office, anchored at its headquarters on the 50th floor of One World Trade Center. The delegation was immersed in the customs, immigration, and physical security operations of Newark International Airport as well as the Port of Newark-New York for an in-depth tour and assessment of CBP’s mission there, including exposure to their robust container ship security operation. The excursion also included with a tour of the NYPD’s Lower Manhattan Security Initiative Intelligence Center to observe its state-of-the-art security and surveillance operations – and the Port Authority of New York/New Jersey’s security capabilities at the World Trade Center Command.
Social Media Growth
BENS has increased activity on our Twitter, Facebook, and LinkedIn accounts and has introduced a new BENS Instagram channel. Our strategy for growth includes cross-promoting content from the website and newsletters, following and engaging with influential users, and increasing the frequency of posts.

Key Metrics, 2021 YOY

- Audience Growth: +243%
- 211K Impressions: +689%
- 6,745 Engagements: +334%

Executive Brief
Our weekly newsletter continues to be a popular member benefit. Produced by the Communications and Policy & Projects teams, the Executive Brief has expanded to include member-submitted and member-drafted articles, information about specific partner requests for member expertise, partner announcements, event invitations, and monthly spotlights on the CEO’s Recommended Reading List. We will continue finding opportunities to expand this member engagement and information distribution tool.
5 Questions with the CEO Podcast
In our new podcast, General Votel interviews BENS members for insights on national security trends and highlights public-private cooperation to solve security challenges. To date, the show has shared conversations with Sam Meek of Sandboxx, Hank Greenberg of C.V. Starr, Raj Shah of Resilience, Nate Morris of Rubicon, Dr. Suzet McKinney of Sterling Bay, Ed Davis of the Edward Davis Company, Pete Dordal of GardaWorld Federal Services, George Knost III of Arkel International, and Jonathan Evans of Lithium Americas Corp. New episodes will debut 1-2 times per month and will be featured in the Executive Brief newsletter, our website, and social media.

CEO’s Recommended Reading List
To advance the conversation around critical topics in national security and the US role in the world, BENS publishes our list of books representing all-time favorites and new releases. The list includes essential works on statecraft, geopolitics, and civil-military relations, as well as emerging challenges in political risk and foreign policy. A selected book from the list is featured each month in our Executive Brief newsletter. We hope the writers and topics represented on the reading list will generate ideas for future events, providing members with opportunities to discuss issues of interest with authors and experts directly.

Remembering September 11, 2001
BENS commemorated the 20th anniversary of the September 11 terror attacks, sharing recollections from President and CEO General Joseph Votel and COO Brigadier General Tom Cosentino. As the DOD’s newly tasked advisor countering terrorism, Cosentino was at the Pentagon as Flight 77 struck the building’s west wall. Our Nation and the world were forever changed by the events of this day, and our national security challenges would be shaped by the fight against terror for much of the next two decades.
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 2021 awards honored Dr. Anthony Fauci, Director, National Institute of Allergy and Infectious Diseases (NIAID); General Gus Perna, USA, Chief Operating Officer, Operation Warp Speed; and Alex Gorsky, Chairman & CEO, Johnson & Johnson. Fox News National Security Correspondent Jennifer Griffin co-hosted the awards program with General Votel.

The Fall 2021 awards celebrated General John W. Raymond, Chief of Space Operations, United States Space Force, and Gwynne Shotwell, President and COO, SpaceX. BENS member and Shift4 Payments CEO Jared Isaacman joined as a special guest following his command of the SpaceX Inspiration4 flight—the first all-civilian crew to travel to space. Novelist and columnist David Ignatius moderated an engaging discussion with the honorees and Isaacman on the future of space exploration and US competitiveness in space.

BENS is proud to recognize all of the 2021 honorees for their remarkable careers of innovation and their commitment to our nation’s highest ideals.
MEETING THE CHALLENGES OF THE PANDEMIC

Spring 2021

Dr. Anthony Fauci
Director, National Institute of Allergy and Infectious Disease (NIAID)

Alex Gorsky
Chairman and CEO, Johnson & Johnson

General Gustave Perna, USA
Chief Operating Officer, Operation Warp Speed

SPACE AS THE NEW FRONTIER

Fall 2021

General John W. Raymond
Chief of Space Operations
United States Space Force

Gwynne Shotwell
President & COO, SpaceX
BENS is thankful for our members’ strong commitment to our mission, and remains steadfast in our promise to execute prudent, ethical, and transparent stewardship of their generous financial contributions. We are proud to report that BENS continued our long historical record of unqualified audit opinions for FY2020 and have maintained a 4-Star Charity Navigator rating, the highest score by the independent charity evaluator. The organization is also managing its largest financial reserves in BENS’ history, besting the record set in 2019. The latest Audited Financial Statements and IRS Form 990s are now available at www.BENS.org.
BOARD OF DIRECTORS

Patricia “Tosh” C. Barron
Vice Chair (Ret.)
USAA

Alfred “Al” R. Berkeley, III
Chairman
Princeton Capital Management

Calvin G. Butler, Jr.
Senior Executive Vice President & CEO
Exelon Utilities

Samuel A. Cole
Principal
Stonecutter Capital Management LLC

Christopher W. Collins
Co-Founder & Managing Partner
First Atlantic Capital, LLC

Howard E. Cox, Jr.
Advisory Partner
Greylock Partners

Steven E. Darnell
President & CEO
SPG International, LLC

Joseph “Joe” M. DePinto
President & CEO
7-Eleven, Inc.

Harris Diamond
Chairman & CEO (Ret.)
McCann Worldgroup

Donald “Don” R. Dixon
Co-Founder & Managing Director
ForgePoint Capital Management LLC

Pete Dordal, Jr.
President
GardaWorld Federal Services

Ezra S. Field
Senior Advisor
Roark Capital Group

Francis A. Finelli
Managing Director
The Carlyle Group

Kenneth Fisher
Senior Partner
Fisher Brothers Management, Inc.
Chairman & CEO
Fisher House Foundation, Inc.

Rhonda Germany Ballintyn
Chief Strategy & Marketing Officer (Ret.)
Honeywell
Chair & President
Germany Ballintyn Education Foundation

G.S. Beckwith “Beck” Gilbert
President & CEO
Field Point Capital Management Company

Maurice “Hank” R. Greenberg
Chairman & CEO
C.V. Starr & Co., Inc.

Mark S. Hacker
EVP, General Counsel & CAO
Motorola Solutions Inc.

Michael D. Hankin
President, CEO & Director
Brown Advisory Inc.

Thomas “Tom” J. Higgins
EVP & Head of General Services
Fiserv, Inc.

John K. Hurley
Managing Partner & CIO
Cavalry Asset Management

Edwin M. Kania, Jr.
Managing Partner
FarField Partners

Paul R. Marcus
CEO
Marcus Partners

Christopher “Chris” C. Melton
Chairman & CEO
The White Oak Group, Inc.

Brian H. Monks
Vice President & CSO
UL LLC (Underwriters Laboratories LLC)

Mark S. Newman
Chairman & CEO (Ret.)
DRS Technologies, Inc.

Gregory S. Nixon
Head of Strategic Investments, Senior
Managing Director & Senior Legal Counsel
Cerberus Capital Management LP

Stuart B. Parker
President & CEO (Ret.)
USAA

Kristi M. Rogers
Managing Partner & Co-Founder
Principal to Principal

Roger S. Shedlin
President & CEO
WINFertility

Mark R. Shenkman
Chairman & CIO
Shenkman Capital Management

James Shira
Global / US Chief Information &
Technology Officer
PricewaterhouseCoopers, LLP (PwC)

Donald “Don” V. Smith
Senior Managing Director (Ret.)
Houlihan Lokey, Inc.

Heidi L. Steiger
Founder & CEO
Topridge Associates, LLC.

Thomas F. Stephenson
Chairman
Hoover Institute

David P. Storch
Managing Partner
ARISE Capital Partners

John H. Streicker
Chairman
Sentinel Real Estate Corporation

Edwin “Spike” A. Wahlen
Managing Partner
Toxaway Capital Partners