

**AMY B. ZEGART**  
**CURRICULUM VITAE**

[zegart@stanford.edu](mailto:zegart@stanford.edu)

August 2019

---

**CURRENT POSITIONS**

**Stanford University, Hoover Institution**

|                                                                                                                                                                                                                                                                    |              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Davies Family Senior Fellow (tenured)                                                                                                                                                                                                                              | 2011-present |
| Director, Oster National Security Affairs Fellows Program<br>War College residential fellowship program for military services<br>and State Department. Created undergraduate mentorship program,<br>speaker series, military site visits for scholars and students | 2012-present |
| Associate Director for Academic Affairs<br>Senior academic administrator for organization of 175 fellows,<br>\$60 million annual operating budget                                                                                                                  | 2013-15      |

**Stanford University, Center for International Security and Cooperation (CISAC),  
Freeman Spogli Institute for International Studies**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Senior Fellow (tenured)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2015-present |
| Co-Director<br>Led turnaround of center with 150 faculty, researchers, fellows, staff.<br>Helped raise \$30 million, created university-wide cyber policy program<br>and new M.A. curriculum, hired ten senior scholars, tripled undergraduate<br>enrollment, revamped pre/postdoctoral recruitment and training which<br>set record applications (6% admit rate), raised policy profile with new<br>initiatives including President Obama Cyber Summit, strategic partnerships<br>with Pentagon, congressional cyber boot camps | 2013-18      |
| Senior Fellow, by courtesy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2013-15      |

**Stanford University, Department of Political Science**

|                                             |              |
|---------------------------------------------|--------------|
| Professor of Political Science, by courtesy | 2013-present |
|---------------------------------------------|--------------|

**Stanford University, Graduate School of Business**

|                                                             |              |
|-------------------------------------------------------------|--------------|
| Teach Managing Global Political Risk, with Condoleezza Rice | 2012-present |
| Professor of Political Economy, by courtesy                 | 2012-14      |

***The Atlantic***

|                     |              |
|---------------------|--------------|
| Contributing editor | 2017-present |
|---------------------|--------------|

## **PREVIOUS POSITIONS**

|                                                                                                       |             |
|-------------------------------------------------------------------------------------------------------|-------------|
| <b>University of California, Los Angeles (UCLA)</b> Luskin School of Public Affairs                   |             |
| Professor of Public Policy                                                                            | 2011-12     |
| Associate Professor of Public Policy (tenured)                                                        | 2005-10     |
| Assistant Professor of Public Policy                                                                  | 1999-2005   |
| <b>University of California, Los Angeles (UCLA)</b> Burkle Center for International Relations         |             |
| Fellow                                                                                                | 2007-11     |
| <b>Hoover Institution</b> , Stanford University                                                       |             |
| Research Fellow                                                                                       | 2009-11     |
| Visiting Fellow                                                                                       | 2007-09     |
| <b>McKinsey &amp; Company</b>                                                                         |             |
| Associate                                                                                             | 1996-99     |
| Business Analyst                                                                                      | 1990-91     |
| <b>National Security Council Staff</b> , The White House                                              |             |
| Asia Directorate Staff                                                                                | Summer 1993 |
| <b>Harvard Kennedy School of Government</b> , Barone Center on the Press, Politics, and Public Policy |             |
| Research Assistant                                                                                    | 1989-91     |

## **EDUCATION**

|                     |                                                         |
|---------------------|---------------------------------------------------------|
| Stanford University | Ph.D., Political Science, 1996                          |
| Stanford University | M.A., Political Science, 1993                           |
| Harvard College     | A.B., <i>magna cum laude</i> , East Asian Studies, 1989 |

## **BOARDS, INTERNATIONAL COUNCILS, & TASK FORCES**

|                                                                                            |
|--------------------------------------------------------------------------------------------|
| Director, The Capital Group, American Funds, 2019-present                                  |
| Director, Kratos Defense & Security Solutions (KTOS), 2014-present                         |
| Social Science Research Council Task Force on Securing Knowledge, 2017-18                  |
| World Economic Forum Global Future Council on International Security, 2016-18              |
| U.S. Secretary of Energy Advisory Board Task Force on Nuclear Nonproliferation, 2014-15    |
| FBI Intelligence Analysts Association National Advisory Board, 2010-13                     |
| Los Angeles Police Department Counter-Terrorism & Community Police Advisory Board, 2010-12 |

National Academy of Science, Committee on Behavioral and Social Science Research Project on Improving Intelligence, 2009-11

## **AWARDS AND HONORS**

Inducted as Honorary Member, Stanford University Cap & Gown Society (founded in 1905 to develop women undergraduate leaders), 2016

Kenneth L. Sokoloff Fellow, UCLA Center for American Politics and Public Policy, 2010-11

UCLA Outstanding Professor of the Year Award for Excellence in Undergraduate Teaching, 2010

National Academy of Public Administration Louis Brownlow Book Award, for *Spying Blind*, 2008

Profiled in *National Journal* as one of the top ten experts in U.S. intelligence, 2004

UCLA Public Policy Dept. Professor of the Year Award for Excellence in Graduate Teaching, 2003

Fellow, UCLA Center for American Politics and Public Policy, 2001

American Political Science Association Leonard D. White Award for Best Dissertation in Public Administration, 1997

National Science Foundation Doctoral Fellowship, 1992-95

Fulbright Scholar (Hong Kong), 1989-90

Harvard College Marshall Plan 40<sup>th</sup> Anniversary Fellow, 1987

## **RESEARCH GRANTS**

Carnegie Corporation of New York

Hewlett Foundation

National Science Foundation

Smith Richardson Foundation

## **RESEARCH INTERESTS**

U.S. Intelligence policy, foreign policy, grand strategy

Armed drones and coercion

Managing global political risk

Cyber offensive operations and deterrence

Information warfare

## **WORKS IN PROGRESS**

*The CIA Declassified: Intelligence Challenges in the 21<sup>st</sup> Century*. Advance contract with Princeton University Press.

*The Cambridge History of Intelligence: From the First World War to Cyber-Warfare*. Co-edited with Christopher Andrew and Calder Walton. Contract with Cambridge University Press.

Working Group on Information Warfare in the Digital Age, with Herb Lin, launched Sept. 2018

## **BOOKS**

*Bytes, Bombs, and Spies: The Future of Offensive Cyber Operations*. Edited with Herbert Lin. (Washington, D.C.: Brookings Institution Press, 2019).

*Political Risk: How Businesses and Organizations can Anticipate Global Insecurity*, with Condoleezza Rice (New York: Twelve Books, 2018).

*Eyes on Spies: Congress and the United States Intelligence Community* (Hoover Institution Press, 2011).

*Spying Blind: The CIA, the FBI, and the Origins of 9/11* (Princeton University Press, 2007).

**Award:** Co-winner of the 2008 Louis Brownlow book award, given by the National Academy of Public Administration for outstanding contributions to public administration.

*Flawed by Design: The Evolution of the CIA, JCS, and NSC* (Stanford University Press, 1999).

**Award:** Winner of the 1997 American Political Science Association's Leonard D. White award for best dissertation in public administration.

## **PUBLICATIONS IN PEER-REVIEWED JOURNALS**

"Cheap Fights, Credible Threats: The Future of Armed Drones and Coercion," *Journal of Strategic Studies*, (February 2018).

"Introduction to the Special Issue on Strategic Dimensions of Offensive Cyber Operations," with Herbert Lin, *Journal of Cybersecurity*, Vol. 3, Issue 1 (March 2017): 1-5.

"An INS Special Forum: The U.S. Senate Select Committee Report on the CIA's Detention and Interrogation Program," *Intelligence and National Security*, Vol. 31, No. 1 (Jan. 2016): 17-20.

"Insider Threats and Organizational Root Causes: Understanding the 2009 Fort Hood Terrorist Attack," *Parameters*, Vol. 45, No. 2 (Summer 2015): 35-46.

"The Domestic Politics of Irrational Intelligence Oversight," *Political Science Quarterly*, Vol. 126, No. 1 (Spring 2011): 1-25.

“‘Spytainment’: The Real Influence of Fake Spies,” *The International Journal of Intelligence and Counterintelligence*, Vol. 23, No. 4 (Winter 2011): 599-622.

“Congressional Intelligence Oversight: The Electoral Disconnection,” with Julie Quinn. *Intelligence and National Security*, Vol. 25, No. 6 (December 2010): 744-766.

“9/11 and the FBI: The Organizational Roots of Failure,” *Intelligence and National Security*, Vol. 22, No. 2 (April 2007): 165-184.

“9/11, the CIA, and the Organizational Roots of Failure,” *The International Journal of Intelligence and Counterintelligence*, Vol. 20, No. 1 (Spring 2007): 18-49.

“Correspondence: How Intelligent is Intelligence Reform?” *International Security*, Vol. 30, No. 4 (Spring 2006): 196-208.

“An Empirical Analysis of Failed Intelligence Reforms Before September 11<sup>th</sup>,” *Political Science Quarterly*, Vol. 121, No. 1 (Spring 2006): 33-60.

“September 11 and the Adaptation Failure of U.S. Intelligence Agencies,” *International Security*, Vol. 29, No. 4 (Spring 2005): 78-111.

“Blue Ribbons, Black Boxes: Toward a Better Understanding of Presidential Commissions,” *Presidential Studies Quarterly*, Vol. 35, No. 2 (June 2004): 366-393.

“Running in Place: An Institutional Analysis of U.S. Nonproliferation Organization Since the Cold War,” *The Nonproliferation Review*, Vol. 10, No. 2 (Summer 2003): 30-50.

## **ESSAYS, BOOK CHAPTERS, & MONOGRAPHS**

“The Next Director of National Intelligence,” *Foreign Affairs*, August 9, 2019.

“Spies, Lies, and Algorithms: Why U.S. Intelligence Agencies Must Adapt or Fail,” with Michael Morell, *Foreign Affairs*, May/June 2019 issue.

“The Fort Hood Terrorist Attack: An Organizational Postmortem of Army and FBI Deficiencies,” in Matthew Bunn and Scott Sagan, editors, *Insider Threats* (Cornell University Press, 2017).

“Pragmatic Engagement: A National Security Strategy for the Next President,” with Stephen D. Krasner, *The American Interest*, Vol. XI, No. 6 (May/June 2016).

*Pragmatic Engagement Amidst Global Uncertainty: Three Major Challenges, Final Report of the Hoover Institution Working Group on Foreign Policy and Grand Strategy*, co-editor with Stephen D. Krasner, with the assistance of Karl W. Eikenberry, James D. Fearon, Francis Fukuyama, David M. Kennedy, and Abraham D. Sofaer (Hoover Institution Press, December 2015).

“Cloaks, Daggers, and Ivory Towers: Why Academics Do Not Study U.S. Intelligence,” in *Essentials of Strategic Intelligence*, edited by Loch K. Johnson (ABC-CLIO, 2015) [updated edition from 2007].

- “Should the U.S. be Bullish or Bearish on China’s Rise?” *The American Interest* online, June 20, 2014.
- “Capitol Ideas,” *The American Interest*, Vol. IX, No. 4 (March/April 2014): 84-86.
- “A Foreign Policy for the Future,” *Defining Ideas*, November 20, 2013.
- “Chasing the Djinn,” *The American Interest*, Jan./Feb. 2013.
- “The Cuban Missile Crisis as Intelligence Failure,” *Policy Review*, No. 175 (Oct/Nov. 2012): 23-40.
- “Political Risk in the Kaesong Industrial Complex,” with Condoleezza Rice and Torey McMurdo, Stanford Graduate School of Business Case IB103-PDF-ENG, Oct. 4, 2012.
- “Engyn in Iraq: Choosing Between Baghdad and Erbil,” with Condoleezza Rice and Charles Nicas, Stanford Graduate School of Business Case IB-102-PDF-ENG, Sept. 14, 2012.
- “San Leon Energy: Hydraulic Fracturing in Poland,” with Condoleezza Rice and Astasia Myers, Stanford Graduate School of Business Case IB101-PDF-ENG, September 11, 2012.
- “The Roots of Weak Congressional Intelligence Oversight,” *Future Challenges in National Security and Law* Series, Koret-Taube Task Force on National Security and Law, The Hoover Institution, 2011.
- “Implementing Change: Organizational Challenges,” in *Intelligence Analysis: Behavioral and Social Scientific Foundations* (Washington, D.C.: The National Academies Press, 2011).
- “Agency Design and Development,” in *Oxford Handbook of American Bureaucracy*, edited by Robert Durant (New York: Oxford University Press, 2010).
- “Policy Planning in the Twenty-First Century: Why the Best is Not Yet to Come,” in *Avoiding Trivia: Strategic Planning in American Foreign Policy*, edited by Daniel Drezner (Washington, D.C.: Brookings Institution Press, 2009).
- “A First Draft of History of the Bush Administration: The Legend of a Democracy Promoter,” *The National Interest*, Sept./Oct. 2008.
- Book review of Richard Russell, *Sharpening Strategic Intelligence: Why the CIA Gets it Wrong and What Needs to be Done to Get it Right*, for *Political Science Quarterly* (Winter 2007-08).
- “Cloaks, Daggers, and Ivory Towers: Why Academics Do Not Study U.S. Intelligence,” in *Strategic Intelligence: Understanding the Hidden Side of Government*, edited by Loch K. Johnson, vol. 1 (Praeger, 2007).
- Book review of Kenneth Kitts, *Presidential Commissions and National Security: The Politics of Damage Control*, for *Political Science Quarterly*, Vol. 121 (Winter 2006-2007).
- “Origins of the Central Intelligence Agency: ‘Those Spooky Boys,’” in *Intelligence and the National Security Strategist: Enduring Issues and Challenges* edited by Roger Z. George and Robert D. Kline (Oxford: Rowman & Littlefield, 2006).

“Governance Challenges in Port Security: A Case Study of Emergency Response Capabilities at the Ports of Los Angeles and Long Beach,” with Matthew Hipp and Seth Jacobson, in *Balancing Security and Trade: Securing the Nation’s Seaports*, edited by Jon D. Haveman and Howard J. Shatz (San Francisco: Public Policy Institute of California, 2006).

“Port Security: Improving Emergency Response Capabilities at the Ports of Los Angeles and Long Beach,” with Matthew Hipp and Seth Jacobson, in *California Policy Options 2005*, edited by Daniel Mitchell (Los Angeles: the University of California, Los Angeles School of Public Affairs, Ralph and Goldy Lewis Center for Regional Policy Studies, December 2004).

“The Organization and Architecture of Non-proliferation: Understanding the Regime,” in *Ultimate Security: Combating Weapons of Mass Destruction*, edited by Bernard Finel, Brian Finley, and Janne E. Nolan (Washington, D.C.: The Century Foundation, 2003).

*Turmoil at Tiananmen: A Study of U.S. Press Coverage of the Beijing Spring of 1989*, with Michael Berlin, Akira Iriye, Benjamin Huang, Ross Terrill (Cambridge, M.A.: John F. Kennedy School of Government, 1992).

### **OP-EDS, COLUMNS, BLOGS (SELECTED)**

“Debate Moderators Don’t Know Much about National Security,” *The Atlantic*, June 29, 2019.

“Not All Drones are Created Equal,” *The Atlantic*, June 21, 2019.

“Decades of Being Wrong about China Should Teach Us Something,” *The Atlantic*, June 8, 2019.

“America’s Misbegotten Cyber Strategy,” *The Atlantic*, February 2, 2019.

“Bytes, Bombs, and Spies,” with Herb Lin, *Lawfare*, January 15, 2019.

“The Divide Between Silicon Valley and Washington is a National Security Threat,” with Kevin Childs, *The Atlantic*, December 13, 2018.

“George Washington was a Master of Deception,” *The Atlantic*, November 25, 2018.

“An Intelligent History,” *The American Interest*, Oct. 18, 2018.

“Trump Says Russia Isn’t Still Targeting the U.S.-But He’s Wrong,” *The Atlantic*, July 18, 2018.

“The Self-Inflicted Demise of American Power,” *The Atlantic*, July 12, 2018.

“A Prime Opportunity to Get Inside Kim Jong-Un’s Head,” *The Atlantic*, May 31, 2018.

“The ‘First Woman CIA Director’ Is a Smokescreen,” *The Atlantic*, March 13, 2018.

“Devin Nunes’s Fake Oversight,” *The Atlantic*, Feb. 20, 2018.

“The Specter of a Chinese Mole in America,” *The Atlantic*, January 17, 2018.

“New Year’s Resolutions are Predictions about the Future,” *The Atlantic*, January 8, 2018.

“The Tools of Espionage are Going Mainstream,” *The Atlantic*, November 27, 2017.

“Trump Isn’t the Only Problem with Trump’s Foreign Policy,” *The Atlantic*, October 25, 2017.

“How Not to Threaten North Korea,” *The Atlantic*, September 3, 2017.

“The Three Paradoxes Disrupting American Politics,” *The Atlantic*, August 5, 2017.

“Donald Trump Jr.’s Emails Vindicate the Intelligence Community,” *The Atlantic*, July 11, 2017.

“Kim Jong-un: The Hardest Intelligence Target,” *The Atlantic*, July 9, 2017.

“The NSA Confronts a Problem of its Own Making,” *The Atlantic*, June 29, 2017.

“James Comey’s Shock and Awe Testimony,” *The Atlantic*, June 8, 2017.

“How Bad is Disclosing ‘Code Word’ Information?” *The Atlantic*, May 15, 2017.

“A Stolen NSA Tool is Being Used in a Global Cyberattack,” *The Atlantic*, May 12, 2017.

“The Biggest Intelligence Questions Raised by the Trump Dossier,” *The Atlantic*, January 11, 2017.

“Trump vs. the Spies: In Defense of the Intelligence Community,” *The Atlantic*, January 6, 2017.

“America Needs to Play Both the Short and Long Game in Cybersecurity,” with Michael McFaul, *Washington Post*, December 19, 2016.

“Reining in Trump’s Reckless Foreign Policy,” *San Francisco Chronicle*, November 18, 2016.

“Vladimir Putin is Trying to Hack the Election. What should the U.S. Do?” *CNN*, October 24, 2016.

“Lessons from Fort Hood and Asking the Right Questions in Orlando,” *Lawfare*, June 16, 2016.

“Going Dark: The Security Debate We Need to Have,” *Lawfare*, February 23, 2016.

“A Clear-Eyed Focus on our Interests,” with Stephen D. Krasner, *War on the Rocks*, February 11, 2016.

“A Response to Senator Feinstein,” *Lawfare*, December 21, 2015.

“SSCI Study of the CIA’s Detention and Interrogation Program: A Flawed Report,” *Lawfare*, December 10, 2015.

“The Coming Revolution of Drone Warfare,” *Wall Street Journal*, March 18, 2015.

“Additional Thoughts on the DNI’s Annual Threat Assessment,” *Lawfare*, March 2, 2015.

“Stop Drinking the Weak Sauce,” *Foreign Policy*, February 23, 2015.



“Let the CIA Do What it is Supposed to Do,” *New York Times* Room for Debate, December 22, 2014.

“The Shortsighted Presidency,” *Foreign Policy*, February 14, 2014.

“Real Spies, Fake Spies, NSA, and More: What My 2012 and 2013 National Polls Reveal,” *Lawfare*, November 7, 2013.

“The NSA’s Image Problem,” with Marshall Erwin, *Los Angeles Times*, November 1, 2013.

“Criminal Minds: Why the FBI Still isn’t Good at Stopping Terrorists,” *Foreign Policy*, May 3, 2013.

“Wait, Did the System Just Work? Congress Performs Oversight on Drones – and Gets Results,” *Foreign Policy*, March 27, 2013.

“No One Saw this Coming: How We’ve been Surprised by our Growing Ability to Predict Things,” *Foreign Policy*, March 13, 2013.

“The Fog of War Game: 160 Stanford Undergrads Take on Iran,” *Foreign Policy*, February 27, 2013.

“Tough Witness: John Brennan Delivers a Smart, but Vague, Performance,” *Foreign Policy*, February 8, 2013.

“Not Just Another Movie: *Zero Dark Thirty* Lies. End of Story,” *Foreign Policy*, January 30, 2013.

“The Three Most Dangerous Things about Threat Lists,” *Foreign Policy*, January 16, 2013.

“The Right or Wrong Experience for the Job?” *New York Times* Room for Debate, January 7, 2013.

“The Year in Intelligence,” *Foreign Policy*, January 2, 2013.

“Transportation SNAFU Administration,” *Foreign Policy*, December 19, 2012.

“A New Director or a New Direction?” *New York Times* Room for Debate, December 3, 2012.

“Spooks, Incorporated: Does Every Company Need its own CIA?” *Foreign Policy*, December 5, 2012.

“King David: Why Generals Shouldn’t Run the CIA,” *Foreign Policy*, November 21, 2012.

“Interrogation Techniques: What Bob Schieffer Can Learn from the CIA,” *Foreign Policy*, October 24, 2012.

“Torture Creep: Why are More Americans Accepting Bush-era Policies than Ever Before?” *Foreign Policy*, September 25, 2012.

“Langley Goes Hollywood: Are America’s Spies Watching Too Many Spy Movies?” *Foreign Policy*, September 11, 2012.

“No Easy Day for Secrecy,” *Foreign Policy*, September 5, 2012.

“Taking Resilience Too Far,” *Slate*, March 19, 2012.

“Al Qaeda is Down, not Out: U.S. Talk of Defeating Terrorism is Dangerously Premature,” *Los Angeles Times*, September 7, 2011.

“The CIA’s License to Fail,” *Los Angeles Times*, Sunday Current, September 23, 2007.

“Hill Intelligence Unreformed,” United Press International, August 30, 2007.

“Six Years Later, We’re Still Vulnerable,” *Los Angeles Times*, August 24, 2007.

“Our Clueless Intelligence System,” *Washington Post*, Sunday Outlook, July 8, 2007.

“Universities Must Not Ignore Intelligence Research,” *Chronicle of Higher Education*, July 3, 2007.

“The CIA’s Family Jewels,” *The Huffington Post*, June 28, 2007.

“Not so Smart Intelligence,” *Los Angeles Times*, September 17, 2006.

“Prepare for the Next Disaster, not the Last One,” *The Baltimore Sun*, September 21, 2005.

“System, not Just Leaders, Failed,” *Miami Herald*, September 19, 2005.

“How Safe are We?” *Newsday*, September 12, 2004.

“Misguided Measures in Homeland Security,” *The San Diego Union-Tribune*, September 10, 2004.

“The 911 Hearings: A Failure to Focus the Priorities,” *Newsday*, March 28, 2004.

“City Hall Goes to War,” with Richard J. Riordan, *The New York Times*, July 5, 2002.

## **SEMINAR SERIES, INITIATIVES & WORKSHOPS ORGANIZED**

### **Seminar Series**

- Hoover National Security Affairs Fellows Program Seminar Series, 2013-present  
Speakers include: former FBI Director Robert Mueller, U.S. Strategic Command Commander Adm. Cecil Haney
- Stanford Cyber Policy Roundtable Series, 2014-18  
Speakers include: Senator John McCain, NSA/Cyber Command Commander Adm. Michael Rogers, Air Force Secretary Deborah Lee James, Coast Guard Commandant Adm. Paul Zukunft, NSA General Counsel Raj De, Assistant Attorney General for National Security John Carlin, Under Secretary of Homeland Security Suzanne Spaulding
- CISAC Weekly Social Science Seminar, 2013-18

- CISAC Directors' Seminar Series (senior policymakers and academics), 2013-18
- Drell Lecture, 2013-2018. Speakers included Secretary of Defense Ash Carter, Vint Cerf
- "Security Conundrum" Stanford-wide speaker series 2014-15, with Phil Taubman. Examined Snowden revelations from different vantage points.

### **Initiatives**

- Co-Chair (with Herb Lin), Stanford Working Group on Information Warfare (2018-present)
- Co-Chair (with Steve Krasner), Hoover Institution Working Group on U.S. Foreign Policy and Grand Strategy. Quarterly task force of scholars and practitioners that produced 30 op-eds and essays and a national security strategy for the 2016 presidential election (2013-16).

### **Workshops & Conferences Organized**

- Washington-Silicon Valley Tech Track II, with H.R. McMaster and Raj Shah, April 2019
- Media Cyber Boot Camp, Stanford, October 2018
- Cyber Policy in Higher Education Workshop, Hewlett Foundation, October 2017
- Congressional Cyber Boot Camp, Stanford, August 2017
- Munich Security Conference Cyber Summit, September 2016
- Media Cyber Boot Camp, Stanford, May 2016
- Strategic Use of Offensive Cyber Operations Workshop, with Herb Lin and U.S. Cyber Command, Stanford, March 2016
- Congressional Cyber Boot Camp, Stanford, August 2015
- Hoover Institution Summer Security Fellows Weekly Workshop, Summer 2015
- Deterrence and Assurance Challenges. CISAC faculty, fellows visit/briefings at U.S. Strategic Command, March 2015
- White House Summit on Cybersecurity and Consumer Protection. Keynote Address by President Barack Obama. Stanford, February 2015
- NIST-Stanford Executive Technical Workshop on Improving Cybersecurity and Consumer Privacy, with Herb Lin, Stanford, February 2015
- Space and Counter-Space Policy Challenges. CISAC faculty, fellows visit/briefings to Joint Space Operations Center, Vandenberg Air Force Base, January 2015
- Congressional Cyber Boot Camp, Stanford, August 2014
- Intelligence Challenges Conference, with Lt. Col. Matthew Atkins, Hoover, May 2014
- Challenges and Futures in Cyber Security and Critical Infrastructure, Conference with Sandia National Laboratory, with Jason Reinhardt, Stanford, February 2014
- China's Evolving Military and Implications for U.S. Foreign Policy, with Joe Felter. Hoover Conference, May 2012

### **TEACHING**

Stanford      Managing Global Political Risk (MBA), with Condoleezza Rice, (2012-18)  
 Global Context for Managers (MBA), with Bill Barnett, Condoleezza Rice (2011-12)  
 International Security in a Changing World (undergraduate, M.A.), with Martha

Crenshaw (2011-2014), Steve Krasner (2017)  
CISAC Honors Thesis Seminar, with Coit Blacker (2018), Rod Ewing (2020)

UCLA U.S. National Security Policy, with Albert Carnesale  
U.S. Intelligence in Theory & Practice  
Crisis Decision-Making in U.S. Foreign Policy  
Introduction to Public Policy  
Applied Policy Project Seminar (MPP thesis)  
Global Studies Concepts, History, with David Rigby, Dominic Thomas  
Global Studies Contemporary Issues, with David Rigby, Dominic Thomas

## **POLICY ADVISING**

Expert Adviser, National Security Commission on Artificial Intelligence (Chaired by Eric Schmidt, Robert Work) (2019-present)

Central Intelligence Agency Historical Review Panel (2019-present)

External advisor, National Intelligence Council, *Global Trends* Report (2016)

Briefings to officials about intelligence, homeland security, and cyber issues, including:

- Secretary of Defense, Strategic Command Commander, Senator John McCain
- FBI, Office of the Director of National Intelligence, JCS Chairman's Action Group
- National Security Council Staff (cyber and counterterrorism directorates)
- Members and staff, House and Senate Intelligence Committees, Senate Homeland Security and Governmental Affairs Committee, Senate Armed Services Committee
- Los Angeles City Council, Mayor's Office, Police Department, Terrorism Early Warning Group

Foreign Policy Advisor, Bush 2000 presidential campaign

Los Angeles Mayor's Homeland Security Advisory Board (2006-07)

## **MEDIA**

Contributing Editor, *The Atlantic* (May 2017-present)

Contributing Editor, *Lawfare* (2015-present)

Intelligence columnist, *Foreign Policy* (2012-13)

Analysis featured in national media, including CNN, Fox News, National Public Radio, NBC, *Los Angeles Times*, *New York Times*, *Wall Street Journal*, *Washington Post*

## **UNIVERSITY SERVICE**

### Stanford

- Regular speaker at Hoover Institution Board of Overseer retreats, Stanford alumni association events (reunions, parents' weekend)
- Hoover Director Search Committee (2019-20, 2014-15)
- Hoover Junior Fellows Selection Committee (2018-)
- FSI International Policy Studies M.A. Curriculum Committee (2016-)
- American Studies Committee in Charge (2014-)
- Major Advisor in Political Science, IR, Public Policy (2013-)
- FSI Hazy Fellow Search Committee Chair (2015-18)
- Faculty Senate Ad Hoc Information Technology Committee, Stanford (2014-18)
- Pre-Major Advisor (2014-18, 2019-)
- Stanford Cyber Initiative Steering Committee (2017-18, 2014-15)

### University of California

- Appointed to Faculty Steering Committee, Institute on Global Conflict and Cooperation, research unit of all ten University of California campuses and Lawrence Livermore, Los Alamos National Labs (2008-11)

### UCLA

- Frequent speaker at development events, including Chancellor's Dinner Series, \$3 Billion Campaign Celebration
- Dean's Endowment Strategic Planning Committee, UCLA Luskin School (2010-11)
- Dean's International Programs Committee, UCLA Luskin School (2010-11)
- Center for Middle East Development Faculty Advisory Committee (2008-11)
- International Institute Faculty Advisory Committee (2007-11)
- Burkle Center for International Relations Faculty Advisory Committee (2006-11)
- Global Studies Undergraduate Program Faculty Advisory Committee, (2004-11)
- Faculty Executive Committee to the Dean, UCLA Luskin School (2005-07)
- BA/MPP Joint Degree Committee, UCLA Luskin School (2005-07)
- Public Policy Department Committees: Admissions (annual), Academic Integrity, Personnel, Executive Committee to the Chair, MPP Thesis Awards, Curriculum, Branding, Faculty Search Committees

## **OTHER PROFESSIONAL SERVICE**

- National Security Institute Advisory Board, George Mason Scalia School of Law (2018-)
- William P. Clements Center for History, Strategy, and Statecraft Academic Board of Reference, University of Texas, Austin (2013-)
- Occidental College Global Studies Program Advisory Board (2008-)
- Editorial Review Board, *Journal of Terrorism and Political Violence* (2008-)
- Editorial Review Board, *Intelligence and National Security* (2007-)
- Steering Committee, Columbia University American Assembly Next Generation Project on U.S. Global Policy and the Future of International Institutions (2006-07)

- Princeton Project on National Security Foreign Policy Institutions Task Force, Co- Chaired by Anne-Marie Slaughter and Joseph Nye (2004-05)
- American Political Science Association
  - Kenneth N. Waltz Dissertation Award Prize Committee (2011-13)
  - International Security and Arms Control Governing Council (2007-11)
  - John Gaus Lecture Award Selection Committee (2009-10)
  - Public Policy Section Executive Committee (2005-6)
- Reviewer: *International Security*, *International Studies Quarterly*, *Journal of Cold War History*, *Journal of Public Administration Research and Theory*, *Political Science Quarterly*, *Presidential Studies Quarterly*, Cambridge Univ. Press, Columbia Univ. Press, Oxford Univ. Press, Princeton Univ. Press, Stanford Univ. Press

## **RECENT INVITED TALKS**

Council on Foreign Relations (June 2019)

Harvard Kennedy School of Government, Belfer Center (May 2019)

Brown University, Watson Institute (March 2019)

University of Chicago Booth School of Business (May 2018)

Duke University (May 2018)

Johns Hopkins School of Advanced International Studies (May 2018)

Council on Foreign Relations (May 2018)

University of California, Los Angeles (May 2018)

University of Texas at Austin, Strauss Center (March 2018)

U.S. Strategic Command, Commander's Briefing (November 2017)

Sandia National Laboratory Seminar (May 2017)

Joint Chiefs of Staff Chairman's Action Group (June 2016)

University of California, Berkeley Institute of Governmental Studies (November 2016)

Harvard Kennedy School of Government, Belfer Center (April 2016)

Princeton University Security Studies Colloquium (April 2016)

University of California Institute on Global Conflict and Cooperation (April 2016)

National Defense University (at Stanford) (February 2016)

U.S. Department of State, Overseas Security Advisory Council Regional Meeting (October 2015)

Council on Foreign Relations (October 2015)

American Political Science Association Annual Meeting, (September 2015)

Naval War College (at Stanford) (September 2015)

Stanford TEDx (May 2015)

U.S. Strategic Command (March 2015)

Naval War College (at Stanford) (November 2014)

University of Texas, Austin (October 2014)

## **WOMEN'S LEADERSHIP**

*Awarded Honorary Membership, Stanford University Cap & Gown Society, 2016*

*Creator, Hoover Summer Security Fellows Program, 2015*

Family-friendly summer fellowship program for outstanding junior women faculty in international security. Included professional development, weekly workshops

*Co-founder, Room 130, 2012-present*

Senior women's executive professional leadership development organization

*Co-founder, Harvard-Radcliffe Women's Leadership Project, 1988-present*

Annual conference of Harvard undergraduates, women professional leaders. Spin-off projects include international leadership conferences; mentoring networks

*Selection Committee, Terrie Bloom Harvard Women's Leadership Awards, given annually to an outstanding woman of any profession in the U.S. and a Harvard undergraduate, 1997-2005*

## **MEMBERSHIP**

American Political Science Association

Council on Foreign Relations

International Studies Association

Pacific Council on International Policy

## **PERSONAL**

Raised in Louisville, Kentucky

Languages: Mandarin Chinese, French

Married, with three children

Interests: hiking, antique American quilts, water polo