

# ANTHONY W. VASSALO

THE RAND CORPORATION

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## Senior International/Defense Researcher

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### PROFESSIONAL PROFILE

Resourceful and highly accomplished senior leader recognized for expertise in driving the development and execution of research and strategies in support of high-priority national security goals. In-depth understanding of national security policies and processes demonstrated through repeated success in multiple roles and disciplines; adept at forging productive partnerships with senior managers and decision-makers from across the national security community.

#### *Key competencies include:*

- Defense and National Security Policy
  - Defense Strategy and Planning
  - Global Security Environment
  - Intelligence Collection & Analysis
  - Crisis Response
  - Planning, Programming, and Budgeting
  - Deterrence
  - Critical Thinking & Problem Solving
  - Senior-level Steering Committees
  - Interagency Communication & Cooperation
  - Intelligence Community
  - Cyber Operations and Policy
  - Space Operations and Policy
  - Counterterrorism
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### PROFESSIONAL EXPERIENCE

The RAND Corporation, Santa Monica CA;  
Supervisor: Obaid Younossi

#### **Senior International/Defense Policy Researcher**, (April 2020 to Present)

Conduct and lead research and direct projects on a wide-range of national security, defense, and intelligence community issues.

Office of the Director of National Intelligence / Directorate of Mission (ODNI/DMI), Washington, D.C.;  
Supervisor: Beth E. Sanner, 703.275.2003; Hours per Week: 55.

#### **Associate Deputy Director of National Intelligence for Mission Integration**, (September 2018 to March 2020)

Lead and ensure coordination among a number of subordinate organizations, including the National Intelligence Council (NIC), the President's Daily Brief Staff (PDB), the regional and functional National Intelligence Managers (NIMs), and the Mission Performance, Analysis, and Collection Directorate (MPAC), the latter of which is responsible for a diverse set of missions including working with the National Security Council staff (NSC) to establish the President's Intelligence Priorities (PIP) and the National Intelligence Priority Framework (NIPF).

- Conceived and developed budget planning reforms that formalized the delivery of integrated mission priorities and accepted risk to inform enterprise resource and policy decisions.

- Ensured the delivery of timely, objective, accurate, and relevant intelligence to senior policymakers and warfighters.
- Served as the D/DNI's principal advisor on all aspects of intelligence.
- Provided the voice of mission to inform collection-related decisions and champion integrated collection capabilities to improve the enterprise's ability to close critical intelligence gaps.
- Directed and oversaw reform of Joint Hard Target Strategies, resulting in increased efficiency, effectiveness, and oversight.
- Planned, directed, and oversaw transformation and realignment of Directorate.

Office of the Director of National Intelligence / Directorate of Mission (ODNI/DMI), Washington, D.C.; Supervisor: Edward M. Gistaro, 703.275.2003; Hours per Week: 55.

**Chairman, National Intelligence Management Council (October 2015 to September 2018)**

Vice Chairman, National Intelligence Management Council (September 2014 to October 2015)

Oversee, coordinate, prioritize, and de-conflict across and among the National Intelligence Managers, each the senior Intelligence Community representative responsible for coordinating and integrating all aspects of analysis, collection, counterintelligence, resources and other activities for a designated region (e.g., Russia, East Asia, etc.) or topic (e.g., Cyber, Space and Technical Intelligence) in support of policymakers and warfighters. Serve as a member of the Directorate of Intelligence Integration Corporate Board.

- Conceived and directed the ODNI's Integrated Planning Guidance (IPG), which provides integrated and prioritized mission, resourcing, and risk guidance into the programming, requirements, acquisition, and budget processes. This unifying, mission-driven blueprint of the Intelligence Community's top needs has become the ODNI's flagship document linking operations and resources.
- Led efforts to establish both a Strategic Warning and Crisis Management Frameworks, establishing and norming best practices and improving Intelligence Community support to policymakers and warfighters. Ensured the success of numerous National Intelligence Manager Crisis Management efforts.
- Identified and normed best practices across the various National Intelligence Manager teams, including their Unifying Intelligence Strategies and Intelligence Campaigns, improving performance against key intelligence gaps.
- Conceptualized and executed a zero-based review that streamlined functions, eliminated redundancies, and reduced overhead while improving organizational agility and performance. This Effectiveness and Efficiency Review was lauded as a model by the Director of National Intelligence.

Center for a New American Security (CNAS), Office of the Director of National Intelligence Visiting Fellow, Washington DC; Supervisor: Robert Work; Michele Flournoy, 202.457.9400; Hours per Week: 40.

**Visiting Fellow (September 2013 to September 2014)**

Designed and aggressively executed a self-directed course of study to: (1) enhance understanding of high-level national security strategy formulation and policy implementation; and, (2) facilitate intellectual exchange between the counterterrorism and broader national security policy communities.

- Authored a monograph: "Bringing the Fight Back Home: Western Foreign Fighters in Iraq and Syria"; CNAS, 2014.
- Established a series of invitation only, off-the-record workshops that brought together key experts from inside and outside government to discuss emerging counterterrorism and national security challenges.
- Broad participation, including Admiral William McRaven, the Commander of U.S. Special Operations Command (USSOCOM), and other current and former senior policymakers and national security experts.

Office of the Director of National Intelligence / National Counterterrorism Center (ODNI / NCTC), Washington, D.C.; Supervisor: VADM Michael LeFever, 703-275-2833; Hours per Week: 55.

**Group Chief, Counterterrorism Group** (August 2010 to September 2013)

**Group Chief, Attack Terrorists and Their Capacity (ATC)** (October 2008 to August 2010)

**Deputy Group Chief, Attack Terrorists and Their Capacity (ATC)** (July 2008 to October 2008)

Spearheaded development and realization of U.S. government counterterrorism (CT) strategies and action plans, overseeing all group activities to ensure alignment with DSOP policies and direction. Championed NCTC support to government departments and agencies on implementation of CT issues, matching operations with national CT plans and goals. Established internal controls, mechanisms, and processes to identify strategic objectives critical to national CT plans and policies, and institute review methods to ensure their success. Collaborate with interagency partners to ensure plans and activities are properly and efficiently integrated, deconflicted, and implemented; promote open communication with senior officials at Department of Defense (DOD), Combatant Commands, Joint Special

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Operations Command (JSOC), the Joint Staff, and Office of the Secretary of Defense (OSD), and brief National Security Staff (NSS) and Deputies' and Principals' Committee members regularly on key program issues. Direct and manage staff of dedicated specialists, leading team to reach peak performance through skilled evaluation, collaborative goal setting, and expert career development guidance.

- Strong historical record of contributions to DSOP recognized through selection as Group Chief for CTG during DSOP internal reorganization that consolidated responsibility for the majority of DSOP planning and implementation support to NSS.
- Hand-picked by NCTC Director to serve as lead planner for interagency task force reporting directly to NSC Deputies Committee and U.S. President; provided insightful and comprehensive analysis with decisive leadership that was directly responsible for task force successes.
- Led planning and implementation of successful counterterrorism efforts covering East Africa, West Africa, North Africa, the Arabian Peninsula, South Asia, Afghanistan, and Pakistan; ensured strategies and actions mitigated risks and aligned with wider national strategic goals.
- Ensured successful implementation of NSS / NCTC Senior Working Groups comprised of senior department and agency representatives from across the government to drive efforts in combating global AQN networks and safehavens.
- Demonstrated ability to excel in roles beyond defined group boundaries; established highly successful whole of government CT Crisis Response program, conducting senior level exercises in over a dozen US and international cities to improve response coordination and identify and mitigate gaps.
- Chaired broad range of senior-level interagency working groups in support of NSS, prepared briefing materials and reports for senior NSS and NCTC officials, and presented complex planning concepts and processes to senior-level audiences.
- Facilitated long-range planning for DSOP and CTG group personnel goals; proposed budgets, training, and travel schedules, and aided Office of Management and Budget (OMB) in prioritizing CT budget items.
- Repeatedly recognized by military and civilian program leaders both internally and externally for expertise in foreign policy, government relations, and national security policy and processes; consistently recommended for promotion to higher-level planning and executive leadership positions.

United States Army, Special Operations Command (SOCOM), MacDill AFB, Tampa, FL; Supervisor: Col Stephen A. Clark, NCTC, 517-280-5674; Hours per Week: 60.

**USSOCOM liaison to NCTC and Special Operations Support Team Planner** (July 2006 to June 2008)

Played crucial role in the success of U.S. national security policy by skillfully coordinating key operations, activities, and actions between high-level government departments and agencies. Led three-member Special Operations team tasked to strengthen NCTC operations, and served as proactive and knowledgeable USSOCOM representative while

interfacing with decision makers from all levels of Department of Defense, NCTC, and various related agencies. Efficiently organized tasking and staffing of products, briefings, information and activities between agencies, provided NCTC with embedded strategic and operational planning support, and delivered timely and sophisticated analysis of national and interagency documents, activities and processes that enabled senior leaders to make rapid, well-informed decisions.

- Selected to stand up interagency planning group that developed and implemented plans, processes and procedures to provide senior government decision makers with coordinated, integrated and synchronized options to disrupt emerging threats.
- Chosen as Deputy for organization responsible for dynamic planning, implementation and assessment of interagency efforts to attack terrorist organizations and their capabilities.
- Ensured SOCOM positions were accurately represented at all agency levels; served as SOCOM representative in DoD Counterterrorism Coordinating Committee working group.
- Interacted with diverse workgroups and integrated process teams to streamline documents, processes and procedures, and crafted USSOCOM input to national and interagency resources.

United States Army, Office of the Deputy Chief of Staff G-3 / 5 / 7, HQDA, Pentagon, Washington D.C. 20310; Supervisor: Mr. Thomas Tyra, 703-692-8805; Hours per Week: 60.

**Strategy, Plans and Policy Officer** (May 2002 to June 2006)

Developed clear, concise, and highly detailed analyses, assessments and recommendations to define present and future organizational policy, strategic planning, and operational concepts. Worked closely with ranking officials from multiple internal departments and external agencies to craft efficient methodology for controlling state-of-the-art resources during any contingency. Produced and delivered high-quality, informative briefings and reports for executive-level management.

- Served as Strategy and Policy Fellow at Foreign Service Institute's Office of Special Programs (June 2004 to May 2005).
- Lead author and action officer for the Army Strategic Planning Guidance (2003-2004), as well as authoring sections of the National Military Strategy and Chairman's Risk Assessment documents as principal senior Army member of the Joint Staff J-5 writing team.
- Lead strategist for Army support of Phase III and IV Operation Iraqi Freedom contingencies; authored white papers, and prepared major DoD executive leaders for congressional testimony.
- Planned, moderated and participated in several key interagency planning process roundtables and exercises covering a host of foreign nations and involving high-level policy makers from the NSC, CIA, Office of the Secretary of Defense and Joint Staff, The Brookings Institution, The Carnegie Endowment, and Center for Strategic and International Studies.
- Played pivotal role in development of recommendations that promoted successful implementation of sensitive U.S. policy initiatives and contributed to diplomatic readiness of State Department; efforts recognized through receipt of the Meritorious Service Medal.

United States Army, United States Military Academy at West Point, West Point, NY 10996; Supervisor: COL Judy Luckett, 845-938-3300; Hours per Week: 60.

**Instructor / Assistant Professor** (July 1998 to April 2002)

Provided instruction in various history disciplines to classes of up to 120 students. Created lesson plans, maintained student records, conducted group and individual learning sessions, and supported student progress through constructive counseling, evaluation and review.

- Raised student awareness of history and its current relevance while heading American History division of West Point's History Department; efforts earned Meritorious Service Medal.

- Consistently lauded by faculty and students for exceptional dedication, motivation, and teaching skill; served as department expert on 20th Century American History and U.S. Foreign Relations.

United States Army, HHC, 3rd Brigade, 3rd Infantry Division, Fort Benning, GA 31905; Supervisor: COL Stephen Schook, 706-544-1432; Hours per Week: 60.

**Chief Executive Officer (Company Commander)** (April 1994 to June 1996)

**Assistant Plans and Operations Officer** (September 1992 to March 1994)

Ensured success of critical global operations by providing leadership, planning, and supervision of headquarters group consisting of 140 team members and 70 heavy-duty vehicles. Held full responsibility for well-being, training and professional development of all team members, and oversaw proper maintenance and accountability of sophisticated equipment and property valued at more than \$185M.

- Demonstrated exceptional professionalism and leadership capabilities while achieving stellar results under stressful circumstances to earn Meritorious Service Medal.

United States Army, “B” Company, 2nd Battalion, 46th Infantry, 4th Training Brigade, Fort Knox, KY 40121.

**Company Executive Officer** (April 1991 to September 1992)

United States Army, 3rd Battalion, 34th Armored Regiment, APO NY 09046.

**S-1 Adjutant / Scout Platoon Leader / Tank Platoon Leader** (November 1988 to March 1991)

## **EDUCATION AND CREDENTIALS**

**Master of Liberal Arts in Management – 2018**

Harvard University (Extension) – Cambridge, Massachusetts 02138

**Master of Arts in History (ABD Status) - 1998**

Duke University – Durham, North Carolina 27708

**Bachelor of Science - 1988**

United States Military Academy at West Point – West Point, New York 10996

### ***Job-related Training***

- New York University, Stern School of Business: Global Political Risk – 2016
- Stanford University, Graduate School of Business: Leading Innovative Teams – 2016
- Harvard University, John F. Kennedy School of Government: Senior Executives in National and International Security – 2014
- Joint Combined Warfare School – 2006
- Defense Strategy Course – 2004
- United States Army Command & General Staff Officers Course – 2002
- Combined Arms and Services Staff School – 1997

### ***Publications***

- “Bringing the Fight Back Home: Western Foreign Fighters in Iraq and Syria,” CNAS, 2014.
- “The Way Ahead,” Military Review, March 2004 - Army Strategic Planning Guidance written in collaboration with Chief of Staff of the Army Peter Schoomaker
- “An Imperfect Mirror: Racial Discourses and American War-planning, 1866-1925,” Master’s Thesis, Duke University, June 1998

***Professional Awards***

- National Intelligence Distinguished Service Medal (2020)
- NCTC Director's Award (2009, 2013)
- Legion of Merit (2008)
- Meritorious Service Medal (1996, 2001, 2004, 2006)
- Bronze Star Medal (1991)
- General Douglas MacArthur Leadership Award, VII Corps (1990)