

DR. NINA A. KOLLARS

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EDUCATION & TRAINING

Cyber Industrial Control Systems for Managers

(SANS) Certificate, June 2024

Joint & Maritime Staff Headquarters Course

AQD Certificate, January 2024

The Ohio State University, Columbus, OH

Ph.D., Political Science, International Relations/Security Studies August 2012

George Washington University, Washington, DC

M.A., International Affairs, May 2003

College of Saint Benedict, Saint Joseph, MN

B.A., Political Science, May 1996

Harvard University, Cambridge, MA

Summer Coursework in computer programming and Japanese language, 2001

SELECTED EXPERIENCE & QUALIFICATIONS

Center for Naval Warfare Studies/Naval War College, Newport, RI

Associate Professor Cyber & Innovation Policy Institute (tenured), 2023-present

Professor of technological innovation and military adaptation. Current Executive Director of the "Taiwan Resilience Project" which examines the cyber and information/communications technology resilience of IndoPacom countries. Co-developer and facilitator of the Taiwan Digital Blockade wargame.

Maritime Hacking Village, non-profit 501C3

Co-Director, 2024-present

MHV is a maritime cyber information technology and operational technology research and education entity. Our mission is to increase access for security researchers to port, ship, and emerging technologies to help increase their cybersecurity. MHV provides immersive experiences to help grow the cyber workforce for the maritime domain.

Office of the Under Secretary of Defense for Research and Engineering

Special Advisor for USD(R&E) Hon. Heidi Shyu, Jan 2022-July-2023

Acting Senior Advisor for USD(R&E) Hon. Heidi Shyu, March-September 2022

Advisor and action officer for the USD, areas of emphasis: critical technologies for joint warfighting, joint contested logistics, and the National Defense Science and Technology Strategy (NDSTS). Writer/researcher (classified and unclassified) for senior-level engagements with the Deputy Secretary of Defense, and the Secretary of Defense. Liaison to Joint Staff and OSD Policy regarding science and technology investments for the Joint Force. Facilitating alignment with National Defense Strategy and the National Technology Strategy. Additional duties: facilitation of Minerva Grant review, engagement with Services and private sector.

Navy N00Z CNO Staff Office, Washington, DC

Scholar in Residence, June 2021-2022

Conducting studies on emerging technologies and capabilities. Special interest in maritime contested logistics. On-site SME on emerging technology for CNO's CAG.

MarSec@ICS Village DefCon

Executive Director, 2021-Present

Established, and maintains a thriving community of cyber research that brings together Navy, Coast Guard, cybersecurity, and academic experts to examine the national and global critical cyber vulnerabilities of the global maritime resource. Culminating event each year at DefCon, North America's largest hacking conference.

The Gravely Group, Naval War College, Newport, RI

Professor and Interim Director, 2019-2022

Organizes and leads graduate student study on emerging technologies and capabilities relevant to the Navy. Links broader academic and policy theory to practitioner insights and Joint issues. Generates original analysis of emerging technologies and whether they can resolve DoD operational challenges. Facilitates unclassified and classified research and collaboration across the DoD and with partners and allies.

Center for Naval Warfare Studies/Naval War College, Newport, RI

Associate Professor Cyber & Innovation Policy Institute (tenured), 2018-2022

Conducts research, analysis, and project management of US Navy strategic and operational issues. Provides lectures, briefs, and reports regarding emerging technology, cyber risk and vulnerability for Navy issues and broader maritime concerns. Experienced professional writer, editor, and researcher on DoD and Navy strategic and operational issues.

Center for New American Security, Washington DC

Senior Adjunct Fellow, 2020-present

Conducts research, and analysis of broader Joint Force and DoD strategic and operational concerns. Provides lectures, briefs, and reports regarding emerging technology, innovation, and organizational adaptation. Cyber wargaming subject matter expert.

Cyberspace Solarium Commission, Washington DC

Senior Analyst, 2019-2020

Senior analyst to the DoD line of effort within the Solarium Commission. Conducted research and writing reports regarding cyber force readiness, and collaboration with partners and allies.

Donovan Group, SOFWERX, Tampa FL

Donovan Fellow, Summer 2017

Analyst regarding technological and operational innovation. Researching collaboration and innovation on the battlefield and the relationship between technology and practitioner adaptiveness.

ADDITIONAL ROLES

Military Operations Research Society Wargaming Journal

Board Member, 2022-Present

Royal United Service Institute (RUSI), London UK

Research Fellow, 2020-2022

Atlantic Council Cyber Statecraft Initiative, Washington DC

Fellow, 2019-Present

WarOnTheRocks, Washington DC

Editorial Board Member, 2019-present

Franklin & Marshall College, Lancaster, PA

Tenured Associate Professor of Government (Security Studies), 2013-2018

Modern War Institute, West Point Military Academy, NY

Non-Resident Fellow, 2016-2018

Special Operations Journal, Fort Leavenworth, KS

Editorial Board Member, 2014-present

Donovan Group, SOCOM Tampa, FL

Donovan Fellowship, Summer 2016

SELECTED PUBLICATIONS

Forthcoming Solo Book Manuscript: "Trustworthy Deviants: White Hat Hacking and Security"

Kollars, Smith, & Schechter eds. *Cyber Wargaming: Research and Education for Security in a Dangerous Digital World*. Georgetown University Press, 2024.

Kollars, Nina A. "AIC2 as Red or Blue? The Analytic Learning Value of AI Command and Control Wargames" *Digital War*. Volume Winter 2024.

Kollars, Nina A. and Michael Poznansky. "The Cybersecurity Firm and the State: Disclosure, Escalation, and Non-Military Warfare in Cyberspace" in *Non-Military Warfare*. Brookings. Forthcoming 2023

Kollars, Nina A. "Taking Nonstate Actors Seriously (No, Seriously)" in *Deter, Disrupt, or Deceive: Assessing Cyber Conflict as an Intelligence Contest*. Georgetown University Press. Forthcoming 2023

Kollars, Nina A., Chris Demchak and Sam Tangredi. "The Cyber Maritime Environment: A Shared Critical Infrastructure" <https://warontherocks.com/2021/02/the-cyber-maritime-environment-a-shared-critical-infrastructure-and-trumps-maritime-cyber-security-plan/>

Kollars, Nina A. et Al. *CIPi Cyber Primer for DoD*. January 2021

Kollars, Nina A. "War at Information Speed: Competing Multi-Domain Warfighting Visions." In *War Time: Temporality and the Decline of Western Military Power*. Brookings 2020.

Kollars, Nina A. "Cyber Competition and Nonstate Actors in a Data-Rich World" War on the Rocks September 21, 2020. <https://warontherocks.com/2020/09/cyber-conflict-as-an-intelligence-competition-in-an-era-of-open-innovation/>

Kollars, Nina A. and Peter Dombrowski. "Innovation in Cyber Acquisitions and Workforce Development" in *Cyber Command 10 Years Later*. Emily Goldman ed. Newport Papers. 2020.

Kollars, Nina A. "AI in the Hands of the Naval Practitioner." in *AI at War: How Big Data, Artificial Intelligence and Machine Learning Are Changing Naval Warfare*. Naval Institute Press. Forthcoming 2020

Kollars, Nina A. and Emma Moore. "Every Marine A Blue-Haired Quasi-Rifleperson?" *War on the Rocks* August 21, 2019. <https://warontherocks.com/2019/08/every-marine-a-blue-haired-quasi-rifleperson/>

Kollars, Nina A. and Doyle Hodges. "Building Modern Screw-Sloops? Strategic Choices About Artificial Intelligence in Defense." *War on the Rocks* March 13, 2019. <https://warontherocks.com/2019/03/building-modern-screw-sloops-strategic-choices-about-artificial-intelligence-in-defense/>

Kollars, Nina A. "Game of Pwns: Baelish and Varys as Drivers of Modern Conflict" in *Winning Westeros: How Game of Thrones Explains Modern Military Conflict*. Eds Cavanaugh, Brooks. Potomac Books June 2019

Kollars, Nina A. and Jacquelyn Schneider. "Defending Forward: The 2018 Cyber Strategy is Here." *War on the Rocks* September 20, 2018 <https://warontherocks.com/2018/09/defending-forward-the-2018-cyber-strategy-is-here/>

Kollars, Nina A. "The Rise of Smart Machines: The Unique Peril of Intelligent Software Agents in Defense and Intelligence" in *Palgrave Handbook of Security, Risk and Intelligence*. Palgrave Macmillan, edited by Michael Goodman, Huw Dylan, and Robert Dover. (2017)

Kollars, Nina. "SOFWERX's Return on Collision: Measuring Open Collaborative Innovation." *Special Operations Journal* 3, no. 1 (2017): 11-20.

Kollars, Nina A., "When Clausewitz Met Cezanne" *War on the Rocks* March 29, 2017 <https://warontherocks.com/2017/03/when-clausewitz-meets-cezanne-mastery-and-the-art-of-future-war/>

Kollars, Nina a. "Genius and Mastery in Military Innovation." *Survival* 59, no. 2 (2017): 125-138.

Schneider, Jacquelyn, and Nina Kollars. "Cyber Beyond Third Offset: A Call for Warfighter-Led Innovation" *War on the Rocks* January 5, 2017. <https://warontherocks.com/2017/01/cyber-beyond-third-offset-a-call-for-warfighter-led-innovation/>

Kollars, Nina A., and Andrew Sellers. "Trust and Information Sharing: ISACs and U.S. Policy." *Journal of Cyber Policy* 1, no. 2 (2016): 265-77.

Kollars, Nina A., Richard R. Muller, and Andrew Santora. "Learning to Fight and Fighting to Learn: Practitioners and the Role of Unit Publications in VIII Fighter Command 1943-1944." *Journal of Strategic Studies* (2016): 1-24.

Rosen, Amanda, and Nina A. Kollars. "Bootstrapping and Portability in Simulation Design" *International Studies Perspectives* May 2016 Vol 17, no 2

Kollars, Nina. "Organising Adaptation in War." *Survival* 2015 57.6 111-126.

Smith, Eric, and Nina A. Kollars. "QR Panopticism: User Behavior Triangulation & Barcode-Scanning Applications." *Information Security Journal: A Global Perspective*. Fall 2015 24(4-6):157-163.

Kollars, Nina A. "War's Horizon: Soldier-Led Adaptation in Iraq and Vietnam." *Journal of Strategic Studies* 38, no. 4 (2015): 529-553.

Kollars, Nina A. Book Review: *When Soldiers Fall: How Americans Have Confronted Combat Losses from World War I to Afghanistan* by Steven Casey Oxford University Press, (2014) in *RUSI Journal* Fall 2015
Kollars, Nina. "Military Innovation's Dialectic: Gun Trucks and Rapid Acquisition." *Security Studies* 23, no. 4 (2014): 787-813.

SELECTED PROFESSIONAL SPEAKING ENGAGEMENTS AND PRESENTATIONS

Minerva Grant Conference Panel: Enduring Advantage, Aligning Research to the NDS, October 11, 2022

Podcast: NPR Planet Money "Wake Up and Smell the Fraud," Fall 2022

Wargaming Series with CNAS, Cyber SME, Washington DC, Summer 2020

"Confessions of a Nespresso Money Mule," DefCon, Las Vegas, Aug 2019

"White Hats and Hacking," National Security Council Lecture, Washington DC, May 2017

RUSI Land Warfare Conference, Speaker, RUSI Headquarters, London UK, June 4-5, 2019

"AI, Cyber and Innovation" ARCYBER Speaker, Fort Belvoir, April 29, 2019

"National Security and White Hat Hacking" Invited Keynote Speaker, Saint Louis University, April 24, 2019

"Cyber, AI, and the Emerging National Security Picture" Keynote Speaker, National Security Council, Fall 2017

"Naval War College Military Innovation Workshop" Panel Member, NWC RI, March 29, 2017

"Emerging Technologies Workshop" Panel Member, UPenn Perry World House, March 23, 2017

"Cyber-Deterrence" Moderator at West Point War Studies Conference Panelist, West Point, NY, November 14, 2016

"Practitioner-Led Innovation" Lecture, Army Annual Senior Leadership Seminar 2016, Andrews AFB, September 7, 2016

"Of Mastery & Genius" Public Lecture, ARCIC Distinguished Lecture Series, Army Capabilities Integration Center, Fort Eustis, VA August 19, 2016