

## Bryan Clark

**Summary:** Senior civilian leader, analyst, and retired submarine officer

### Professional Experience

#### Senior Fellow, Hudson Institute and Center for Strategic and Budgetary Assessments (11/2013-today)

- **Concept Development:** Assessed the implications of emerging technologies and developed new operating concepts for undersea warfare, naval air warfare, electromagnetic spectrum warfare, air amphibious warfare, surface warfare, air and missile defense and precision strike. Published these concepts and their capability and program implications in a series of monographs available at [http://csbaonline.org/research/publications?resources\[\]=1925](http://csbaonline.org/research/publications?resources[]=1925) and <https://www.hudson.org/experts/1303-bryan-clark>.
- **Wargaming:** Led several wargame series for the Office of the Secretary of Defense and Defense Advanced Research Products Agency (DARPA) examining implications of artificial intelligence and autonomy, proliferating precision weapons, emerging undersea warfare technologies, and new operating concepts such as Mosaic Warfare and Decision-Centric Warfare; see <https://csbaonline.org/research/publications/mosaic-warfare-exploiting-artificial-intelligence-and-autonomous-systems-to-implement-decision-centric-operations> and <https://www.hudson.org/national-security-defense/advancing-decision-centric-warfare-gaining-advantage-through-force-design-and-mission-integration>.
- **Strategy and Force Planning:** Developed new strategy, force structure, capabilities, posture, and basing for the U.S. Navy and DoD, including programmatic implications and procurement and sustainment costs. These include a Congressionally-directed study on the future U.S. Navy fleet, available at <http://csbaonline.org/research/publications/restoring-american-seapower-a-new-fleet-architecture-for-the-united-states-> and studies on force design that are influencing US Department of War plans, including <https://www.hudson.org/defense-strategy/hedging-bets-rethinking-force-design-post-dominance-era-bryan-clark-dan-patt>.
- **Technology transition:** Led multi-year projects to develop new system of system concepts for DARPA and identify ways DoD could improve the transition of new technologies into operational use. Two resulting studies are at <http://csbaonline.org/research/publications/what-it-takes-to-win-succeeding-in-21st-century-battle-network-competitions> and <https://www.hudson.org/research/16347-sustaining-the-undersea-advantage-transforming-anti-submarine-warfare-using-autonomous-systems>.

#### Special Assistant to the Chief of Naval Operations (CNO) (7/2011 – 11/2013):

- **Strategy development:** Wrote and directly guided implementation of U.S. Navy strategy, emphasizing unmanned systems, new approaches to undersea and electromagnetic spectrum warfare, and new weapons technologies.
- **Innovation:** Led initiation of new processes for experimentation and concept and capability development within the U.S. Navy.
- **Budget and program management:** Guided U.S. Navy efforts to respond to impacts of 2011 Budget Control Act and sequestration, including implementation of strategic direction through specific budget decisions. Coordinated budget development between resource sponsors through three program cycles.
- **Congressional engagement:** Developed and implemented engagement plan with Congress members, including district visits and events. Led preparation of CNO testimony for more than a dozen Congressional hearings.

#### Strategic Planner and Project Manager (12/2004-7/2011):

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- **Leading and Managing Change:** Personally selected by the Undersecretary of Defense and Director of the Joint Staff for a small team that developed institutional reform proposals emerging from the 2006 Quadrennial Defense Review.
- **Strategic Planning:** Led development and implementation of scenario-based strategic planning for the U.S. Navy. Developed and wrote the majority of the U.S. Navy Strategic Plan for the FY 2010 and 2011 budget cycles and the U.S. Navy's FY10 fleet homeporting plan. Developed and led execution of the Chief of Naval Operations strategic planning and decision-making process, including in the 2010 QDR which brought more than \$8 billion increased investment to the U.S. Navy.
- **Warfighting Analysis:** Led analysis authored the DoD Air-Sea Battle concept, including writing the final concept in direct consultation with the Operations Deputies and Service Chiefs of the U.S. Navy, Air Force and Marine Corps.
- **Project Management:** Led writing and presentation of U.S. Navy transformation plans – a key U.S. Navy strategic planning and public affairs document - in direct consultation with the Secretary of the U.S. Navy and three and four-star service leaders. Led several studies exploring the impact on domestic and defense policy of future trends in resources, economics, and demographics.

### **Operations Officer (8/2001-12/2004):**

- Led security, facilities management, emergency preparedness and response, and waterfront operations for two nuclear-powered ships, support infrastructure, and more than 1600 personnel.
- Led crisis response for three hurricanes and the September 11, 2001 terrorist attacks.
- Personally planned and oversaw over \$10 million in security and facility upgrades. Saved approximately \$1 million by leveraging decommissioned and surplus equipment in these improvements, making the site one of the most secure in the southeast as assessed by a Defense Threat Reduction Agency inspection.
- Developed and implemented new emergency response procedures and facilities management programs.

**Executive Officer and Chief Engineer (2/1999-8/2001):** Led more than 500 staff instructors and students in operation and maintenance of a nuclear-powered ship, qualifying over 2000 nuclear propulsion supervisors and crew. Reversed the downward trend of a poorly performing ship, significantly improving operations and material condition. Personally led the ship's training program and maintenance planning and execution, attaining the highest possible grades in material condition from DoE auditors through expert management during eight maintenance periods.

**Submarine Chief Engineer (4/1996-2/1999):** Planned and executed an effective department-wide nuclear training program for 75 men, developing his team into one of the best in the squadron. Extremely productive maintenance manager who led the ship through several complex nuclear maintenance periods and maintained 100% propulsion readiness during forward deployed operations.

### **Education**

M.S. National Security Studies (With Distinction), U.S. National War College (2011)  
Graduate Studies, Analytic Chemistry, University of Washington, Seattle, WA (1994-6)  
B.S. Chemistry and Philosophy (double major), University of Idaho, Moscow, ID (1989)