



**Organizing for a Complex World:
Designing, Developing and Deploying Complex Weapon and
Net-Centric Systems**

**Presented by the Center for Strategic and International Studies
and the MIT Security Studies Program**

**Workshop #5,
5 April 2007**

1800 K St, NW, Washington DC – room B1-B

8:30-9:00 CONTINENTAL BREAKFAST

9:00 -9: 15 INTRODUCTION TO THE WORKSHOP

Pierre Chao, Senior Fellow and Director of Defense-Industrial Initiatives, CSIS
Harvey Sapolsky, Security Studies Program, MIT

**9:15-10:00 A NEW CONCEPTUAL FRAMEWORK FOR NET-CENTRIC, ENTERPRISE-WIDE,
SYSTEM-OF-SYSTEMS ENGINEERING**

Jeremy Kaplan, Defense Information Systems Agency (DISA) Chair at the Industrial College of the
Armed Forces, National Defense University

10:00-10:45 A THEORY OF COMPLEX SYSTEMS ENGINEERING (WITH PRACTICAL IMPLICATIONS)

Douglas Norman, Director of Complex Systems Engineering, MITRE

10:45-11:30 DOMINATING COMPLEX ENVIRONMENTS

Chris Pernin, RAND Arroyo Center

11:30-12:15 TECHNOLOGY INTEGRATION AND THE “KEYSTONE ADVANTAGE

Marco Iansiti, Professor, Harvard Business School

12:15- 1:30 LUNCH & DISCUSSION

1:30-2:15 THE DoD VIEW ON CONSIDERATIONS FOR SYSTEMS OF SYSTEMS

Kristen Baldwin, Deputy Director, Software Engineering & System Assurance, ODUSD (A&T)