

## Chris C. Demchak



**Chris C. Demchak** holds degrees in engineering, economics and comparative complex organization theory/political science. She holds the **US Naval War College's Grace M. Hopper Chair of Cyber Security** and is a senior cyber scholar at the Cyber and Innovation Policy Institute (CIPI) - formerly the Center for Cyber Conflict Studies (C3S) - which she co-founded and directed. Her research and many publications address global cyberspace as a globally shared, complex, insecure "substrate" penetrating throughout the critical organizations of digitized societies, creating "cybered conflict", and resulting in a rising "Cyber Westphalia" of sovereign competitive complex socio-technical-economic systems (STESs). She takes a systemic approach in focusing on emergent structures, comparative institutional evolution, adversary/defensive use of systemic cybered tools, virtual worlds/gaming for operationalized

organizational learning, and designing systemic resilience against normal or adversary imposed surprises that disrupt or disable largescale systems.

Having studied the LISP programming language when serving as a military officer, she has taught international security studies and management, comparative organization theory, enterprise information systems, and cybersecurity for international/ national security issues. Recent works include two manuscripts in production tentatively entitled *Cyber Westphalia: Redrawing International Economics, Conflict, and Global Structures*, and *Cyber Command: Understanding National Models as Experiments in National Cyber Defense*.

## External links

[US Naval War College](#)

## Publications

Designing Resilience (2010 co-edit)  
Wars of Disruption and Resilience (2011)

<https://esd-en.cnam.fr/chris-c-demchak-1158999.kjsp?RH=1576511990513>