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With engineering, economics, and comparative complex organization theory/political science degrees, Dr. Chris C. Demchak, PhD. is the RDML Grace M. Hopper Professor of Cyber Security and Director, Center for Cyber Conflict Studies (C3S), U.S. Naval War College. In her research on cyberspace as a globally shared insecure complex 'substrate', Demchak takes a systemic approach to emergent structures, comparative institutional evolution, adversaries' use of systemic cybered tools, virtual worlds/gaming for operationalized organizational learning, and designing systemic resilience against imposed surprise. She is currently working on a new series of articles tentatively entitled "Cyber Commands: Organizing for Cyber Security and Resilience in the Cybered Conflict Age". An early member of the Intelligence and Security Informatics (ISI) research field, she is now an executive board member of the Washington-based Cyber Conflict Studies Association (CCSA).