USMA Class of 2006
War Studies Conference

Blurred Lines: Civil-Military Relations and Modern War

United States Military Academy
March 25 – 27, 2018
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On behalf of Lieutenant General Robert L. Caslen, Jr., the superintendent of the United States Military Academy, it is my honor to welcome you to West Point. This is our inaugural War Studies Conference, an annual event organized by the Modern War Institute within West Point’s Department of Military Instruction. The purpose of this conference is to convene a select and interdisciplinary group of thinkers across government, academia, media, and the business world to discuss a topic of vital importance to our ability to fight and win modern wars.

The title of this year’s conference is “Blurred Lines: Civil-Military Relations and Modern War.” The concept of military subordination to civilian rule is one of the hallmarks of our national security apparatus, dating back to George Washington and the country’s founding. This system of checks and balances was designed to make sure that an abundance of power did not reside in any one place. Yet, while the balance of power between the civilian leadership and military establishment has ebbed and flowed over the years, depending on the threat environment or personalities in Washington, this separation has endured and remains an embedded part of our democracy. It is this “professional ethic,” as Samuel Huntington noted, that distinguishes the US military from all other armed groups engaged in violence. However, this division of civilian and military roles faces challenges in the current environment. For example, how do our military officers lead an increasingly diverse military that is a composite of our divided society? How do we ensure the apolitical nature of our officer corps? How do we maintain the public trust in the US military at a time of such social and cultural unrest, not to mention political divisiveness? Finally, what is the proper role of the military, from the rank and file to the senior leadership, involving decisions to go to war or the conduct of war?

Participants in this year’s event include scholars from a variety of disciplines, senior military officials, members of the media, and practitioners with firsthand experience in the civil-military domain. We are grateful for the generous support of the Class of 2006. Thank you for joining us for the first of what we hope will become an annual fall tradition here at West Point.

Liam Collins, PhD
COL, SF
Director, Modern War Institute
ABOUT WEST POINT

Renowned as one of the world’s premier leader development institutions, West Point’s mission is “to educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country, and prepared for a career of professional excellence and service to the Nation as an officer in the United States Army.” West Point accomplishes this mission by developing cadets intellectually, physically, militarily, ethically, and socially. The student body, or Corps of Cadets, numbers 4,400, and each year approximately 1,100 cadets join the Long Gray Line as they graduate and are commissioned as Second Lieutenants in the US Army.

The history of West Point dates back to the Revolutionary War, when both sides realized the strategic importance of the commanding plateau on the west bank of the Hudson River. George Washington considered West Point to be the most important strategic position in America. Continental soldiers built forts, batteries, and redoubts and extended a 150-ton iron chain across the Hudson to control river traffic. Founded on March 16, 1802, West Point is the oldest continuously occupied military post in America.

A favorite expression at West Point is that “much of the history we teach was made by people we taught.” Great leaders such as Grant, Pershing, MacArthur, Eisenhower, Patton, and Schwarzkopf are among the more than 50,000 graduates. Countless other graduates, following their military service, have had distinguished careers in business, medicine, law, sports, politics, and science.

Guided by its timeless motto, “Duty, Honor, Country,” West Point continues to adapt and adjust the leader development program to ensure its graduates are prepared to serve as commissioned leaders of character in America’s 21st-century Army.
Sunday, March 25, 2018

12:00–5:00 PM  Guest Arrival and Conference Check-in  
Lobby, Thayer Hotel

5:00–6:00 PM  Conference Reception  
Grant Ballroom, Thayer Hotel

6:00–8:30 PM  Dinner  
Grant Ballroom, Thayer Hotel

6:30–6:45 PM  Welcome: LTG Robert L. Caslen, Superintendent, USMA

6:45–7:00 PM  Introduction: GEN (ret) Charles Jacoby, Distinguished Chair, Modern War Institute

7:00–8:00 PM  Keynote Address: Maintaining the Professionalization of the Modern Soldier  
Speaker: GEN (ret) Wesley Clark  
Moderator: Ms. Indira Lakshmanan, Poynter Institute

8:30–10:00 PM  No-Host Mixer  
General Patton’s Tavern, Thayer Hotel

Monday, March 26, 2018

7:00–8:00 AM  No-Host Breakfast Buffet  
Thayer Hotel

8:00–8:25 AM  Transportation to Jefferson Hall  
Pick-up at Thayer Hotel Lobby

8:25–8:30 AM  Welcome Remarks: COL William Ostlund, Director of Military Instruction, USMA

8:30–10:00 AM  Panel Session 1  
Haig Room, Jefferson Hall  
Theme: Divided We Stand: Pathologies, Politics, and the Profession of Arms  
Panelists: Dr. Marybeth Ulrich, US Army War College  
LTG (ret) James Dubik, Institute for the Study of War  
Mr. Phillip Carter, Center for a New American Security
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Maj. Gen (ret) Charles Dunlap, Jr., Duke Dr.
Elizabeth Stanley, Georgetown
Moderator: Dr. Dominic Tierney, Atlantic Monthly

Questions:
Given the divisive political climate, can the military maintain its professionalism? How should active-duty officers voice approval or dissent in this new age?

10:00–10:15 AM
Break

10:15–11:45 AM
Panel Session 2
Haig room, Jefferson Hall
Theme: Revisiting Huntington’s The Soldier and the State for Today’s Wars
Panelists: Dr. Risa Brooks, Marquette
COL (ret) Isaiah “Ike” Wilson, New America Foundation
LTC James Golby, US Mission to NATO
Dr. Peter Feaver, Duke University
Dr. Richard Kohn, University of North Carolina
Moderator: Dr. Gideon Rose, Foreign Affairs
Questions:
What is the appropriate model for healthy civil-military relations?
How is modern war challenging Huntington’s notion of a professional military?

11:45–12:00 PM
Conference Photo and Movement to West Point Club

12:00–1:00 PM
Lunch
West Point Club, Hudson Room

12:00–1:00 PM
Facilitated Breakout Discussions
Theme: A Discussion of Civil-Military Relations and Specific Issue Areas
Facilitators: USMA Faculty & MWI Resident Fellows
1. Retired Flag Officers and Presidential Endorsements – MAJ Zachary Griffiths, SOSH
2. Civ-Mil Relations and the UCMJ – LTC Scott VanSweringen, Law
3. Social Media and the Profession of Arms – COL Heidi Urben, Joint Staff
4. Are We Asking Too Much of Our Military? – COL (ret) Jeff Peterson, SCPME
5. Are US Civil-Military Crises Historically the Norm? – COL Ty Seidule, History
6. Civil-Military Relations at the Tactical Level – MAJ William Denn

1:00–1:15 PM
Movement to Jefferson hall
Panel Session 3
Haig room, Jefferson Hall
Theme: A Hammer in Search of a Nail? A Discussion on the US Military’s Overextension
Panelists: Dr. Rosa Brooks, Georgetown University
MG (ret) Robert Scales, NBC Universal
Dr. Jessica Blankshain, Naval War College
Dr. Antulio Echevarria, Army War College
Moderator: Dr. Nina Kollars, Franklin & Marshall College
Questions:
*Given its expanded purview, is the military being asked to do too much? How is this overextension shaping civil-military relations (or vice versa)?*

Panel Session 4
Haig Room, Jefferson Hall
Theme: Is There Too Little Civilian Oversight of the Military?
Panelists: Dr. Mara Karlin, Johns Hopkins/SAIS
Dr. Jason Dempsey, Center for a New American Security
LTG (ret) Mark Hertling, Florida Hospital
COL Heidi Urben, Joint Staff
Dr. Lindsay Cohn, Naval War College
Moderator: Mr. James Mann, author of *Rise of the Vulcans* and *The Obamians*
Questions:
*Are civilian lawmakers abdicating their oversight role of our current wars? Are combatant commanders wielding too much power?*

Optional West Point Tour
Lobby, Jefferson Hall

Transportation to Thayer Hotel

Transportation to Thayer Hotel (for those who take West Point tour)

Reception
Ballroom, Thayer Hotel

Dinner
Thayer Hotel

Introductory Remarks: BG Steve Gilland, Commandant, USMA
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8:00–9:00 PM Keynote Address: The Military’s Role in the Application of National Interest
Speakers: GEN (ret) David Petraeus & Ambassador Ryan Crocker
Moderator: COL Suzanne Nielsen, SOSH

9:00–10:00 PM No-Host Mixer
General Patton’s Tavern, Thayer Hotel

Tuesday, March 27, 2018

6:45–8:00 AM No-Host Breakfast Buffet
Thayer Hotel

8:00–8:30 AM Transportation to Jefferson Hall
Pick-up at Thayer Hotel Lobby

8:30–10:00 AM Panel Session 5
Haig room, Jefferson Hall
Theme: The Great Untethering: Sharing the Costs of Today’s Wars
Panelists: Mr. Benjamin Friedman, George Washington University
Dr. Sarah Sewall, Johns Hopkins University/SAIS
Dr. Jon Caverley, Naval War College
Ms. Alice Hunt Friend, Center for Strategic and International Studies
Moderator: Mr. Peter Beinart, CUNY
Questions:
Is there a civil-military gap when it comes to casualty aversion?
How are new types of wars shaping public attitudes on the use of force?

10:00–10:15 AM Break

10:15–11:15 AM Closing Moderated Keynote Q&A
Haig Room, Jefferson Hall
Theme: Interagency Challenges to Healthy Civil-Military Relations
Speaker: Mr. David Rothkopf, The Rothkopf Group

11:15–11:30 AM Concluding Remarks: COL Liam Collins, Modern War Institute

11:30 AM Guest Departure
Boxed Lunches Provided
IMPORTANT ADMINISTRATIVE INFORMATION

WI-FI

The Haig Room at Jefferson Hall is equipped with Wi-Fi for attendees’ use.
SSID: War Studies
Password: dutyhonorcountry

LODGING

Incidentals: Register a credit card at the front desk for any personal incidentals. Wi-Fi is available at the Thayer Hotel. For those desiring breakfast, MacArthur's Riverview Restaurant opens at 7:00 am daily. However, meals taken at MacArthur's will be at your own expense.

Checking Out: Checkout must be complete by 7:30 a.m. on Tuesday. Please note that we do not cover incidentals, including Internet or meals purchased at the Thayer. Please allow sufficient time for checkout. Guests with personal vehicles at West Point should move luggage into their vehicles before the morning panel. Guests departing West Point via conference-sponsored transportation should move luggage to the Arnold Room. It will be stored at the Thayer Hotel until the completion of the conference.

For questions or issues that the hotel staff cannot address, please see Lt. Col. Scott Woodbrey at (781) 301-1712 or Maj. Jake Miraldi at (802) 299-6272, who will be present throughout the conference.

The Thayer Hotel at West Point
Toll Free: (800) 247-5047 • Phone: (845) 446-4731 • Fax: (845) 446-0338
info@thethayerhotel.com • 674 Thayer Road, West Point, New York 10996

TRANSPORTATION

Travel to and From the Conference: For questions regarding departure from West Point or travel expenses, please contact Lt. Col. Scott Woodbrey, at (781) 301-1712 or scott.woodbrey@usma.edu.

In and Around: Due to limited parking availability, buses will provide your ground transportation to and from all conference events in accordance with the agenda schedule. If you have any special requirements, please contact Lt. Col. Scott Woodbrey at (781) 301-1712.
WAR STUDIES CONFERENCE STAFF
MODERN WAR INSTITUTE

Colonel Liam Collins  
Director, MWI  
(845) 938-8297

Major John Spencer  
Deputy Director, MWI  
(706) 332-0931

Dr. Lionel Beehner  
Director of Research, MWI  
(518) 265-6477

Major Jake Miraldi  
Executive Secretary  
(802) 299-6272

Captain Jess Caddell  
Deputy Executive Secretary  
(253) 579-2509

Lieutenant Colonel Scott Woodbrey  
Logistics Officer  
(781) 301-1712

Captain Jeff Bender  
Operations Officer  
(845) 938-8498

If at any time during the conference you need assistance or have questions, any member of the conference staff will be glad to help.
KEYNOTE PROFILES

Gen. (ret) Wesley Clark
In 38 years of service in the United States Army, Gen. (ret) Wesley Clark rose to the rank of four-star general as NATO’s Supreme Allied Commander, Europe. Since retiring from the military in 2000, he has become an investment banker, businessman, commentator, author and teacher. In September 2003, he answered the call to stand as a Democratic candidate for president of the United States, where his campaign won the state of Oklahoma and launched him to national prominence before he returned to the private sector in February 2004. Gen. Clark has chaired several public and private companies, and is a progressive leader in pursuing energy solutions. Clark graduated first in his class at West Point and completed degrees in philosophy, politics, and economics at Oxford University (BA and MA) as a Rhodes Scholar. While serving in Vietnam, he commanded an infantry company in combat, where he was severely wounded and evacuated home on a stretcher. He commanded at the battalion, brigade, and division level, and served in a number of significant staff positions, including service as the Director Strategic Plans and Policy (J-5). He finished his career as NATO commander and Supreme Allied Commander Europe where he led NATO forces to victory in Operation Allied Force, saving 1.5 million Albanians from ethnic cleansing.

Ambassador Ryan Croker
Ambassador Ryan Croker is a career ambassador within the US Foreign Service. He was in the Foreign Service for 37 years and, after retiring, was recalled to active duty by President Obama in 2011 to serve as US Ambassador to Afghanistan. His previous appointments included service as the US Ambassador to Syria, Iraq, Pakistan, Kuwait, and Lebanon. Croker became dean of Texas A&M University’s George Bush School of Government and Public Service in 2010. Croker has received many of the nation’s highest honors, including the Presidential Medal of Freedom, the Presidential Distinguished Service Award, the State Department Secretary’s Distinguished Service Award, the Department of Defense Distinguished Civilian Service Award, the State Department Distinguished Honor Award, the Award for Valor, three Superior Honor Awards and the American Foreign Service Association’s Rivkin Award.

Gen. (ret) David Petraeus
Gen. (ret) David Petraeus served over 37 years in the US military, culminating his career with six consecutive commands, five of which were in combat, including command of coalition forces during the Surge in Iraq, command of US Central Command, and command of coalition forces in Afghanistan. Following his service in the military, Gen. Petraeus served as the Director of the CIA during a period of significant achievements in the global war on terror. Gen. Petraeus graduated with distinction from the US Military Academy and subsequently earned MPA and PhD degrees in an interdisciplinary program of international relations and economics from Princeton University's Woodrow Wilson School of Public and International Affairs. He subsequently taught both subjects at the US Military Academy and later completed a fellowship at Georgetown University.
Mr. David Rothkopf

Mr. David Rothkopf is a visiting scholar at the Carnegie Endowment for International Peace as well as the former CEO and editor-in-chief of the FP Group. A prolific writer, Rothkopf is the author of more than 1,000 articles on international themes for publications that, in addition to Foreign Policy, include the New York Times, Washington Post, Financial Times, and Foreign Affairs. His book National Insecurity: American Leadership in an Age of Fear (Public Affairs: 2015, paperback 2016) is his second major history of foreign policy and national security decision making in the US government. Other recent books include Power, Inc.: The Epic Rivalry Between Big Business and Government—and the Reckoning That Lies Ahead (Farrar, Straus and Giroux, 2012), Superclass: The Global Power Elite and the World They Are Making (Farrar, Straus and Giroux, 2008), and Running the World: The Inside Story of the National Security Council and the Architects of American Power (Public Affairs, 2005). His most recent book is entitled The Great Questions of Tomorrow (Simon & Schuster/TED Books, 2017). Rothkopf is also a visiting professor of international and public affairs at the Columbia University School of International and Public Affairs, where he also serves as the visiting director of the International Fellows Program.
PARTICIPANT PROFILES

Mr. Javid Ahmad

Mr. Javid Ahmad is a fellow with the Atlantic Council and a Non-Resident Fellow with the Modern War Institute, where he focuses on security and counterterrorism issues in South Asia. He also works with the US government on the region. He previously worked with a global risk management firm and managed a 15-member team of analysts and provided analytical assessments to government clients, and served as a senior adviser to Afghanistan's minister of finance, focusing on anti-money-laundering and countering financial terrorism issues. Previously, he worked on South Asia for the Pentagon's Afghanistan-Pakistan Hands Program and the US Naval Postgraduate School, and as a program coordinator for Asia for the German Marshall Fund, at NATO HQ in Brussels, and for the Voice of America in Washington. His analysis has appeared in the *Wall Street Journal*, the *Washington Post*, *Foreign Affairs*, the *New York Times*, *Foreign Policy*, *The National Interest*, *The Hill*, and CNN.

Mr. Peter Beinart

**Dr. Jessica Blankshain**

Dr. Jessica Blankshain joined the National Security Affairs department of the US Naval War College in 2014 with a doctorate in political economy & government. She teaches the Leadership Concepts and Policy Analysis sub-courses, as well as electives on Central Challenges of American National Security and Civil-Military Relations. Dr. Blankshain is a former graduate fellow with the Rumsfeld Foundation and a former research fellow at the Belfer Center for Science and International Affairs. Her research interests include civil-military relations, bureaucratic politics, and organizational economics. She also worked for two years as an associate consultant in the Chicago office of the Boston Consulting Group.

**Mr. Max Brooks**

Mr. Max Brooks is credited with helping propel zombie-lore from niche subculture fascination to mainstream pop-culture obsession. While Brooks has published three massively successful zombie-themed books—*The Zombie Survival Guide*, *World War Z*, and *The Zombie Survival Guide: Recorded Attacks* (all of which are now considered the definitive tomes for the genre) — Brooks’s ultimate goal was to challenge old ways of thinking and encourage mental agility and flexibility for problem solvers and leaders. Brooks’s unique, unconventional thinking depicted in his books has even inspired the US military to examine how they may respond to potential crises in the future. “Survival Guide” was read and discussed by the sitting chairman of the Joint Chiefs of Staff. He explores the consequences of failed leadership, making the leap from mythos to American History with the release of his book *The Harlem Hellfighters*. The graphic novel chronicles the little-known story of the first African-American regiment mustered to fight in WWI.

**Dr. Risa Brooks**

Dr. Risa Brooks is Allis Chalmers Associate Professor of Political Science at Marquette University where she specializes in the study of civil-military relations and non-state militant organizations. She is also a Non-Resident Fellow in Security Studies at the Abu Dhabi based think-tank, Trends Research and Advisory. Professor Brooks is the author of *Shaping Strategy: The Civil-Military Politics of Strategic Assessment* (Princeton University Press, 2008) and editor (with Elizabeth Stanley) of *Creating Military Power: The Sources of Military Effectiveness* (Stanford University Press, 2007), as well as author of numerous articles in the field of international security. She received her PhD from the University of California, San Diego and her professional experiences include positions as Research Associate at the International Institute for Strategic Studies (London, UK) and Postdoctoral Fellow at Stanford’s Center for International Security and Cooperation (CISAC).
Ms. Rosa Brooks

Ms. Rosa Brooks is the Associate Dean for Graduate Programs and Professor of Law at Georgetown University Law Center. She also writes a column for *Foreign Policy* and serves as a Senior Fellow in the New America/ASU Future of War Program. From 2009 to 2011, Brooks served as Counselor to Under Secretary of Defense for Policy Michele Flournoy. From 2005 to 2009, she was a columnist for the *Los Angeles Times*. Brooks’s experience also includes stints as a Senior Advisor at the US Department of State, as the Special Counsel to the President of the Open Society Foundations, and as a consultant for Human Rights Watch. Brooks has taught at Yale Law School, Harvard, and the University of Virginia, and has served as a fellow at the Carr Center at Harvard’s Kennedy School of Government. She currently serves on the Open Society Foundation’s US Programs advisory board and the *Harper’s Magazine* Foundation board and is an Adjunct Scholar at the Modern War Institute. Her most recent book is *How Everything Became War and the Military Became Everything* (Simon and Schuster, 2016).

Mr. Phillip Carter

Mr. Phillip Carter is Senior Fellow and Director of the Military, Veterans, and Society Program at the Center for a New American Security. His research focuses on issues facing veterans and military personnel, force structure and readiness issues, and civil-military relations. Mr. Carter began his career as an Army officer, serving for several years in the active and reserve components as a military police and civil affairs officer. He deployed to Iraq in 2005–06, where he served as an embedded adviser with the Iraqi police in the Diyala province, and worked closely with the State Department’s Provincial Reconstruction Team. After coming home, Mr. Carter became increasingly involved in veterans and national security policy issues. In 2007, he helped stand up the Obama campaign’s veterans’ policy committee; in 2008, he joined the campaign as its national veterans director, responsible for policy and political engagement with the veterans and military community. In 2009, he served as a political appointee in the Obama administration, responsible for detainee policy issues. In addition to his military and government experience, he has worked in the private sector as an attorney and business leader. He currently teaches as an adjunct professor of law at Georgetown University and serves on the editorial board of the *Journal for National Security Law & Policy*. 

Lt. Gen. Robert Caslen, Jr. became the 59th Superintendent of the US Military Academy at West Point on July 17, 2013. He graduated from West Point in 1975, and earned master’s degrees from Long Island University and Kansas State University. Previous to this assignment, Lt. Gen. Caslen served as the Chief of the Office of Security Cooperation-Iraq. His prior deployments and assignments include serving as the commander of the Combined Arms Center at Fort Leavenworth, KS., the command that oversees the Command and General Staff College and 17 other schools, centers, and training programs located throughout the United States; commanding general of the 25th Infantry Division (Light) and commanding general of the Multi-National Division-North during Operation Iraqi Freedom; Commandant of Cadets for the US Military Academy; Deputy Director for the War on Terrorism, J-5, the Joint Staff; Assistant Division Commander, 3rd Infantry Division (Mechanized); Chief of Staff, 10th Mountain Division (Light); Chief of Staff, Combined Joint Task Force Mountain during Operation Enduring Freedom; Commander, 2nd Brigade, 101st Airborne Division (Air Assault); Chief of Staff, 101st Airborne Division (Air Assault); Senior Brigade C2 Observer/Controller, Operations Group, Joint Readiness Training Center; Commander, 1st Battalion, 14th Infantry, 25th Infantry Division (Light); Executive Officer to the Deputy Commander in Haiti during Operation Uphold Democracy; J-3 in Honduras for Joint Task Force Bravo; Brigade Operations Officer, 3rd Brigade, 101st Airborne Division (Air Assault); Executive Officer, 2nd Battalion, 187th Infantry, 101st Airborne Division (Air Assault) during Operations Desert Shield/Desert Storm.

Maj. Matt Cavanaugh

Maj. Matt Cavanaugh is an active duty US Army strategist with global experience and assignments ranging from the Pentagon to Korea and West Point to the Middle East. He has been the youngest recipient of the US Army Strategists Association’s professional award, the Order of Saint Gabriel the Archangel (2015), in addition to earning West Point’s faculty-wide Apgar Award for Excellence in Teaching (2014), and being named the US Army’s Athlete of the Year (2009). He has served on the Wounded Warrior Project’s Advisory Council, was a Term Member with the Council on Foreign Relations, was a Founding Member of the Military Writers Guild, and is a Non-Resident Fellow and co-founder of the Modern War Institute at West Point. He is currently at work on a PhD on supreme command at the University of Reading (UK). His writings have been featured in the New York Times, the Washington Post, and the Wall Street Journal, among other outlets.
Dr. Jonathan Caverley

Dr. Jonathan Caverley is Associate Professor of strategy in the Strategic & Operational Research Department of the Naval War College’s Center for Naval Warfare Studies and a Research Scientist in Political Science and Security Studies at the Massachusetts Institute of Technology. His research identifies incentives at the international and domestic levels for increased defense effort and militarized conflict, with an emphasis on US foreign policy. He is currently examining how states use the international arms trade and training of foreign militaries as tools of influence. His newest project explores civil-military relations during small wars, with an emphasis on the rhetoric of national security threats. His book, Democratic Militarism: Voting, Wealth, and War, examines the distribution of the costs of security within democracies, and its contribution to military aggressiveness. Dr. Caverley was formerly Assistant Professor of Political Science at Northwestern, where he founded and co-chaired the Working Group on Security Studies at the Roberta Buffett Center for International and Comparative Studies.

Col. Liam Collins

Col. Liam Collins is the Director of the Modern War Institute and a career Special Forces officer, who has served in a variety of special operations assignments and conducted multiple combat operations to Afghanistan and Iraq as well as operational deployments to Bosnia, Africa, and South America. He has graduated from numerous military courses including Ranger School, and his military awards and decorations include two valorous awards for his actions in combat. Prior to assuming his current position, he served as the Director of the Defense & Strategic Studies program at West Point and as the Director of West Point’s Combating Terrorism Center. He has taught courses in Counterinsurgency, Comparative Military Systems, Research Methods in Strategic Studies, Homeland Security and Defense, Terrorism and Counterterrorism, Internal Conflict, International Relations, American Politics, and Officership.

Dr. Lindsay Cohn

Dr. Lindsay Cohn is Associate Professor in the National Security Affairs Department of the US Naval War College, where she teaches courses on strategy, policy analysis, military history, and civil-military relations. She holds a PhD in Political Science from Duke University. Her research focuses on civil-military relations, particularly personnel issues, cross-national comparisons, democratic theory, and public opinion. Her other interests include international security, comparative political economy, and international law. She has held fellowships from the Alexander von Humboldt Foundation, the Stiftung Wissenschaft und Politik, the Center for Transatlantic Relations, the Free University Berlin, and Harvard's Olin Institute for Strategic Studies. She spent one year working under the DASD for Special Operations and Combating Terrorism, as a Council on Foreign Relations International Affairs Fellow.
Dr. Jason Dempsey

Dr. Jason Dempsey has written extensively on civilian-military relations and the failures of our military efforts in Afghanistan. His book Our Army: Soldiers, Politics and Civil-Military Relations (Princeton University Press) was the first major work to delve into the social and political attitudes of the active-duty military. He served 22 years as an infantry officer, with deployments to Iraq and Afghanistan. Between deployments to Afghanistan he served for two years in the White House, initially working for the First Lady to establish the Joining Forces initiative and later coordinating the interagency efforts around military family support and veteran employment. He last served as Special Assistant to the Chairman of the Joint Chiefs of Staff. Dr. Dempsey is the co-founder of MILLIE, named by Forbes as one of the top 25 veteran-owned startups in 2017. He is also a Senior Adviser to the Columbia University Center for Veteran Transition and Integration.

Maj. William Denn

Maj. William Denn is a US Army officer currently serving as a planner for the 82nd Airborne Division. Maj. Denn is a veteran of the wars in Iraq and Afghanistan and previously commanded a military intelligence company at the National Security Agency. He holds a BS from the United States Military Academy, an MPP from Harvard University, an MMAS in strategic studies from the US Army Command and General Staff College, and a MMAS in theater operations from the US Army School of Advanced Military Studies. He is a recipient of the General Douglas MacArthur Leadership Award and was recognized as the distinguished honor graduate at the Command and General Staff College. He has written for the Washington Post, the Boston Herald, Military Review, and other academic and military journals on national security and interagency cooperation issues. He is a member of the board of directors for the Council for Emerging National Security Affairs.

Lt. Gen. (ret.) James Dubik

Lt. Gen. (ret) James Dubik retired from the US Army in 2008 and holds a PhD in Philosophy from the Johns Hopkins University. He is a Professor at Georgetown University's Security Studies Program, a Senior Fellow at the Institute for the Study of War and the Institute of Land Warfare, and a member of the Council on Foreign Relations, the National Security Advisory Council, and the US Global Leadership Coalition. In 2012–2013, he was the Gen. Omar N. Bradley Chair in Strategic Leadership sponsored by Penn State Law, Dickinson College, and the US Army War College. He is the recipient of 2017 Thomas B. Hagan Dignitas award, a member of the US Army Ranger Hall of Fame, and a distinguished member of the US Army 75th Ranger Regiment. His last active-duty job was as Commanding General of the Multinational Security Transition Command-Iraq and the NATO Training Mission-Iraq during the Surge of 2007–2008. He is a contributing editor of ARMY magazine, has published over 150 essays in a variety of journals, has written introductions to three books, is a co-author of Envisioning Future Warfare, and published Just War Revisited: Strategy, Ethics, and Theory in 2016. He is currently working on a new book, entitled Waging War & Using Force.

Maj. Gen. (ret) Charles Dunlap, Jr. joined the Duke Law faculty in July 2010 where he is a professor of the practice of law and Executive Director of the Center on Law, Ethics and National Security. His teaching and scholarly writing focus on national security, law of armed conflict, the use of force under international law, civil-military relations, cyberwar, airpower, military justice, and ethical issues related to the practice of national security law. He retired from the Air Force in June 2010, having attained the rank of major general during a 34-year career in the Judge Advocate General Corps. He is the author of “The Origins of the Military Coup of 2012,” originally published in 1992 and selected for the 40th Anniversary Edition of Parameters (Winter 2010–2011). His 2001 essay for Harvard University’s Carr Center on “lawfare,” a concept he defines as “the use or misuse of law as a substitute for traditional military means to accomplish an operational objective,” has been highly influential among military scholars and in the broader legal academy. He speaks and writes frequently on civil-military relations, cyberwar, law of war, and a variety of other topics related to national and international security. His blog is Lawfire.

Dr. Antulio J. Echevarria II

Dr. Antulio J. Echevarria II became the Editor of the US Army War College Quarterly Parameters in February 2013. Prior to that, he was the Director of Research for the US Army War College. Dr. Echevarria is the author of Military Strategy: A Very Short Introduction (Oxford 2017); Reconsidering the American Way of War (Georgetown, 2014); Clausewitz and Contemporary War (Oxford 2007); Imagining Future War (Praeger Securities International, 2007); and After Clausewitz (University Press of Kansas, 2001). He has also published extensively in scholarly and professional journals on topics related to military history and theory and strategic thinking. Dr. Echevarria is a graduate of the US Military Academy, the US Army Command and General Staff College, and the US Army War College, and was a Visiting Research Fellow at Oxford University. He holds MA and PhD degrees in history from Princeton University, and is currently working on a book on the American way of thinking about war for Cambridge University Press.
Dr. Peter Feaver

Dr. Peter Feaver is a Professor of Political Science and Public Policy at Duke University. He is Director of the Triangle Institute for Security Studies and also Director of the Duke Program in American Grand Strategy. From June 2005 to July 2007, Feaver was on leave to be Special Advisor for Strategic Planning and Institutional Reform on the National Security Council Staff at the White House where his responsibilities included the national security strategy, regional strategy reviews, and other political-military issues. Feaver is author of *Armed Servants: Agency, Oversight, and Civil-Military Relations* (Harvard, 2003) and of *Guarding the Guardians: Civilian Control of Nuclear Weapons in the United States* (Cornell, 1992). He is co-author of *Paying the Human Costs of War* (Princeton, 2009), and co-author of *Choosing Your Battles: American Civil-Military Relations and the Use of Force* (Princeton, 2004). He is co-editor, with Richard H. Kohn, of *Soldiers and Civilians: The Civil-Military Gap and American National Security* (MIT, 2001). He has published numerous other monographs, scholarly articles, book chapters, and policy pieces on American foreign policy, public opinion, nuclear proliferation, civil-military relations, information warfare, and US national security. In 1993–94, he served as Director for Defense Policy and Arms Control on the National Security Council at the White House where his responsibilities included the national security strategy review, counterproliferation, regional nuclear arms control, and other defense policy issues.

Mr. Benjamin Friedman

Mr. Benjamin Friedman is formerly a research fellow in defense and homeland security studies at the Cato Institute. He writes about US defense politics, focusing on strategy, budgeting, and war. He has co-edited two books and has published in *International Security*, *Political Science Quarterly*, *Foreign Affairs*, the *New York Times*, the *Los Angeles Times*, *The Atlantic*, the *Philadelphia Inquirer*, *USA Today*, *The Hill*, *Politico*, the *Christian Science Monitor*, and various other journals. Ben is a graduate of Dartmouth College, a PhD candidate in political science at MIT, and an adjunct lecturer at George Washington University’s Elliott School of International Affairs.

Ms. Alice Hunt Friend

Ms. Alice Hunt Friend is a senior fellow in the International Security Program at the Center for Strategic and International Studies, where she focuses on civil-military relations and African security issues. Ms. Friend is also a doctoral student at American University’s School of International Service, where she focuses on civil-military relations and use-of-force decision making. From 2012 to 2014, she was the principal director for African affairs in the Office of the Under Secretary of Defense for Policy, where she focused primarily on North and West African counterterrorism policy. She joined the Department of Defense in 2009 as special assistant to the undersecretary of defense for policy and also served as the senior adviser to the deputy undersecretary of defense for strategy, plans, and forces and as country director for Pakistan.
Brig. Gen. Steve Gilland

Brig. Gen. Steve Gilland is the 77th Commandant of the US Corps of Cadets at the US Military Academy at West Point. He was commissioned from West Point in 1990. As an Infantry officer, Brig. Gen. Gilland has served in a variety of tactical assignment in Air Assault, Mechanized Infantry, Armor, Ranger, and Special Operations units. He has served in the 24th Infantry Division (Mechanized), 2nd Infantry Division (Mechanized), 75th Ranger Regiment, United States Army Special Operations Command, the 1st Cavalry Division, and the 101st Airborne Division (Air Assault). He has commanded at multiple levels throughout his career and participated in numerous operational deployments to the Middle East, Africa, and Afghanistan. He holds a master's degree in Military Operational Art and Science from the Air Force Command and Staff College. Prior to his arrival to the United States Military Academy, Brig. Gen. Gilland served as the Deputy Commanding General of Operations for the 101st and deployed to Iraq in support of Operation Inherent Resolve.

Lt. Col. James Golby

Lt. Col. James Golby currently serves as a Defense Policy Advisor in the US Mission to NATO. He previously served as a Special Advisor to the Vice President, as a Special Assistant to the Chairman of the Joint Chiefs of Staff, and as an Assistant Professor in the Department of Social Sciences at West Point. Before becoming an Army strategist, he commanded a security company in combat in Iraq (2006–07) and led a scout platoon in combat in Iraq (2004–05). He is a 2001 graduate from West Point and holds a PhD in political science from Stanford University.

Maj. Zachary Griffiths

Maj. Zachary Griffiths is a Special Forces officer and American Politics Instructor in the Department of Social Sciences at West Point. Zach currently studies presidential endorsements by retired flag officers, how Special Operations Command communicates with Congress, and how insurgent groups relate to the water. He holds a master’s of public policy degree from the Harvard Kennedy School and a bachelor’s degree from the United States Military Academy.

Dr. Scott Helfstein

Dr. Scott Helfstein is the Head of Market Strategy and Thematic Portfolios at Morgan Stanley Wealth Management. Additionally, he serves as lead strategist for the International Wealth channel as well as managing thematic exposures for the digital platform. Scott is an Adjunct Scholar at the Modern War Institute at West Point and Senior Fellow at the Center for Cyber and Homeland Security at The George Washington University. Before joining Morgan Stanley, Scott was Senior Investment Strategist in a small global macro/relative value team at BNY Mellon Investment Management with responsibility for multi-asset allocation research, global equity coverage, and market-relevant geopolitical developments. He served as the Director of Research at West Point’s Combating Terrorism Center and as Assistant Professor in the Department of Social Science at the United States Military Academy from 2008 to 2014.
Lt. Gen (ret.) Mark Hertling

Lt. Gen. (ret) Mark Hertling is a Senior Vice President for Global Partnering, Leadership Development, and Health Performance Strategies at the innovative Florida Hospital in Orlando. Prior to joining Florida Hospital, Mark served for almost four decades in the US Army. At the time of his retirement, he was Commanding General of US Army Europe, where he led soldiers, cared for family members, and partnered with the armies of fifty countries in the European theater and the Levant. During his military career, Hertling served as a Squadron S3 in Desert Storm, was an Assistant Division Commander in Baghdad, and later commanded the Army’s 1st Armored Division and Task Force Iron in northern Iraq during the Surge. Hertling also commanded at the Army’s National Training Center (Ft Irwin, California) and the Joint Multi-National Training Command (Grafenwoehr, Germany). Hertling is a 1975 USMA graduate, and he has received master’s degrees from Indiana University, the School of Advanced Military Studies, and the National War College. He is currently pursuing a doctorate from the Crummer School at Rollins College.

General (ret.) Charles H. Jacoby, Jr.

Gen. (ret) Charles H. Jacoby, Jr. is the Senior Vice Chairman for Capitol Peak Asset Management Company. He also serves as the Distinguished Chair of the Modern War Institute. After 37 years of commissioned military service, Jacoby retired as the Commander of the North American Aerospace Defense Command and United States Northern Command, the first non-aviator to hold that post. His military education includes the Infantry Basic and Advanced courses, the Command and General Staff College, the School of Advanced Military Studies, and the National War College. He holds a master’s degree in History from the University of Michigan. His command experience includes Commander, A Company, 2d Battalion (Airborne), 325th Infantry, 82nd Airborne Division, Fort Bragg, North Carolina and Operation URGENT FURY, Grenada; Commander, 1st Battalion, 504th Parachute Infantry Regiment, 82nd Airborne Division, Fort Bragg, North Carolina; Commander, Joint Task Force-Bravo, United States Southern Command, Honduras and Operation FUERTE APOYO (Strong Support), Hurricane Mitch; and Commanding General, United States Army Alaska and Deputy Commander, United States Alaskan Command; Commanding General, I Corps, including a combat tour in Iraq serving as the Commanding General, Multi-National Corps-Iraq. He most recently completed his tour as Director, Strategic Plans and Policy (J5).
Dr. David Johnson
Dr. David Johnson is principal researcher at the RAND Corporation, an adjunct professor at Georgetown University, and an Adjunct Scholar at the Modern War Institute at West Point. He served for 24 years in the US Army, in the Infantry, Quartermaster Corps, and Field Artillery, retiring as a colonel in 1997. From 2012 to 2014 he was on loan to the Army from RAND to establish and direct the Chief of Staff of the Army’s Strategic Studies Group. He is the author of numerous books, articles, and reports including: Fast Tanks and Heavy Bombers: Innovation in the U.S. Army, 1917-1945; Hard Fighting: Israel in Lebanon and Gaza; The Challenges of the “Now” and Their Implications for the U.S. Army; and Doing What You Know: The United States and 250 Years of Irregular War. He is a member of the Council on Foreign Relations and International Institute for Strategic Studies.

Dr. Mara Karlin
Dr. Mara Karlin is Associate Professor of the Practice of Strategic Studies at the Johns Hopkins School of Advanced International Studies, where she also serves as associate director of the school's Strategic Studies Program. She is also a nonresident senior fellow in the Center for 21st Century Security and Intelligence in the Foreign Policy program at Brookings. Karlin has served in national security roles for five US secretaries of defense, advising on policies spanning strategic planning, defense budgeting, future wars and the evolving security environment, and regional affairs involving the Middle East, Europe, and Asia. Most recently, she served as the deputy assistant secretary of defense for strategy and force development. Karlin is the author of Building Militaries in Fragile States: Challenges for the United States.

Dr. Richard Kohn
Dr. Richard Kohn is Professor Emeritus in History and Peace, War, and Defense at University of North Carolina at Chapel Hill, where he specializes in American military history generally, emphasizing national security and military policy, strategy, the American experience with war-making, and the connections between war, the military, and American society. In recent years his concentration has been on current civil-military relations, particularly civilian control of the military. His long-term projects are studies of presidential war leadership in American history and the American experience of war, but he continues to research, consult, lecture, and publish in the area of contemporary civil-military relations, military professionalism, and professional military education.
Dr. Nina Kollars

Dr. Nina Kollars is a Non-Resident Fellow with the Modern War Institute and Assistant Professor of Government at Franklin & Marshall College. Her scholarship examines the innovative practices of US soldiers in war, and organizational responses to that creativity. Specifically, Kollars traces technological and tactical modifications that fall outside military guidelines and whether those new practices and technologies become incorporated into doctrine. Her second passion is teaching and developing new techniques that emphasize active-learning processes. Prior to her PhD, she worked as an analyst at the Federal Research Division of the Library of Congress and as a researcher for the World Bank, and has authored several reports on terrorism. Kollars’s newest project looks at DoD’s emphasis on user-innovation models as a new direction for weapons development.

Ms. Indira Lakshmanan

Ms. Indira Lakshmanan is the Newmark chair in journalism ethics at Poynter and a Boston Globe columnlist. She has covered coups, campaigns, and revolutions in 80 countries and the United States for the Globe, Bloomberg, the International New York Times, NPR, PBS and Politico Magazine. From Washington, she covered politics and foreign policy, traveling with Secretaries of State Hillary Clinton and John Kerry, and interviewing Clinton more than a dozen times for radio and TV. She wrote a “Letter from Washington” column for the international edition of the New York Times and Bloomberg. At Poynter, she is spurring thought leadership on restoring trust in journalism across the political spectrum through transparency and accountability. She commissioned the first Poynter Media Trust Survey, and has convened leading national political editors, journalists and media critics in Washington to discuss the importance of free, fair, nonpartisan media in truth-telling to hold officials accountable and sustain democracy. Before reporting from Washington, Indira spent a dozen years as a foreign correspondent, covering the Bosnian War and the fall of the Taliban in Afghanistan and interviewing and profiling leaders including Benazir Bhutto, Fidel Castro, and Hugo Chavez. She embedded with sea pirates in the Philippines, Maoist rebels in Nepal, and Khmer Rouge holdouts in Cambodia. Her reporting exposed child labor in Bolivia, illegal logging in Brazil, and corruption in China, and helped end the incarceration of innocent children in Nepal.

Dr. Alexander Lanoszka

Dr. Alexander Lanoszka is a lecturer at the City, University of London’s Department of International Politics. As of summer 2018, he will be an assistant professor of international relations at the University of Waterloo in Canada. His research on alliance politics, theories of war, and European security have appeared in International Security, Security Studies, International Affairs, Survival, Parameters, and other academic journals. His book, Atomic Assurance: The Alliance Politics of Nuclear Proliferation, is forthcoming at Cornell University Press. He holds a BA from the University of Windsor and a PhD from Princeton University. He has also held postdoctoral fellowships at MIT and Dartmouth College.
Col. (ret) Steve Leonard

Col. (ret) Steve Leonard joined the University of Kansas School of Business as the Director of the graduate program in Business and Organizational Leadership following a 28-year career in the US Army. He is a former senior military strategist and the creative force behind *Doctrine Man!* A career writer and speaker with a passion for developing and mentoring the next generation of thinking leaders, he is the co-founder of Divergent Options, a founding member of the Military Writers Guild, and a frequent contributor to the Atlantic Council’s Art of Future Warfare Project. Published extensively, his writing focuses on issues of foreign policy, national security, strategy and planning, leadership and leader development, and, occasionally, fiction. An alumnus of the School of Advanced Military Studies, he led the interagency team that authored the US Army’s first stability operations doctrine, spearheaded the reintroduction of operational art into capstone doctrine, and penned the doctrinal principles for the Army Design Methodology. He is the author of four books, numerous professional articles, and countless blog posts, and is a prolific military cartoonist.

Mr. James Mann

Mr. James Mann has written a series of award-winning books about American foreign policy and about China. He is a former newspaper reporter, foreign correspondent, and columnist who wrote for more than 20 years for the *Los Angeles Times*. He is now an author-in-residence at Johns Hopkins University School of Advanced International Studies. Mann’s best-known work is *Rise of the Vulcans: A History of Bush’s War Cabinet*. Published in 2004, the book became a *New York Times* best seller. The *Wall Street Journal* called it “a work of serious intellectual history and a nuanced analysis of the debates that will continue to shape American foreign policy long after the Vulcans themselves have left the stage.” The path-breaking book served as the primary source for accounts about the careers and ideas of Vice President Dick Cheney and his associates. Another of Mann’s books is *The Rebellion of Ronald Reagan*, which reexamines the role Ronald Reagan played in the end of the Cold War. The book won the 2010 Ambassador Book Award of the English-Speaking Union of the United States.

Dr. Sara Bjerg Moller

Dr. Sara Bjerg Moller is Assistant Professor at the School of Diplomacy and International Relations at Seton Hall University and a Stanton Nuclear Security Junior Faculty Fellow in the Security Studies program at the Massachusetts Institute of Technology. She was recently named an Eisenhower Defence Fellow at the NATO Defence College in Rome. She writes on military effectiveness and multinational military interventions, as well as the NATO alliance. Her commentary and analyses have been featured in the *Washington Post*, the *Los Angeles Times*, the *Boston Globe*, *The National Interest*, the *Middle East Times*, and *World Politics Review*. 
Col. Suzanne Nielsen

Col. Suzanne Nielsen is an associate professor and the Director of the International Relations Program at the United States Military Academy at West Point, New York. Responsible for an academic major and associated electives, as well as a core course taught to every cadet, she teaches courses in international relations theory and national security. She also chairs the Academy’s Scholarship Committee which selects and prepares cadets to compete for the Rhodes, Marshall, Truman, and other nationally competitive scholarships.

Maj. Gen. (ret.) William Rapp

Maj. Gen. (ret) William Rapp is a Lecturer in Military Affairs in the Belfer Center at Harvard Kennedy School, the Faculty Chair of the Senior Executive program in National and International Security, and the Faculty Chair for the National Security Fellows program. He joined the faculty at HKS in 2017 after serving more than 33 years as an active duty Army officer, retiring as a Major General. During his career, he served over five years in Germany, a year in Japan, and three and half years in Iraq and Afghanistan. He commanded an airborne engineer company in the First Gulf War, an engineer brigade in Iraq in 2005-6, and was Deputy Commander (Support) for US Forces in Afghanistan in 2011-12. He was the Army’s senior liaison to the US Congress, Commandant of the United States Military Academy, and most recently served as the Commandant of the US Army War College in Carlisle, Pennsylvania. His research interests include civil-military relations and organizational leadership. A graduate of West Point in 1984, he holds a Masters in Strategic Studies from the US Army War College and a Masters and PhD in Political Science from Stanford University.

Dr. Gideon Rose

Dr. Gideon Rose was appointed Editor of *Foreign Affairs* in October 2010. He was Managing Editor of the magazine from 2000 to 2010. He has also served as Associate Director for Near East and South Asian Affairs on the staff of the National Security Council and Deputy Director of National Security Studies at the Council on Foreign Relations, and has taught American foreign policy at Princeton and Columbia. He is the author of *How Wars End* (Simon & Schuster, October 2010).
**Maj. Gen. (ret.) Robert Scales**

Maj. Gen. (ret) Robert Scales served over 30 years in the Army. He commanded two units in Vietnam, winning the Silver Star for action during the battles around Dong Ap Bia (Hamburger Hill) during the summer of 1969. Subsequently, he served in command and staff positions in the United States, Germany, and Korea and ended his military career as Commandant of the United States Army War College. In 1995 he created the Army After Next Program, which was the Army’s first attempt to build a strategic game and operational concept for future land warfare. He has written and lectured on warfare and military history to academic, government, military, and business groups all over the world. In 2010 he was appointed as a member of the Congressional Quadrennial Defense Review and serves as an Adjunct Scholar with the Modern War Institute. He has been senior military analyst for the BBC, NPR, and Fox News Network and is currently under contract for NBC Universal. Scales’s latest work, *Scales on War: America’s Military at Risk*, is a template for Secretary of Defense James Mattis’s Close Combat Lethality Task Force, a DoD-wide initiative to reform America’s close combat ground forces to which Secretary Mattis appointed Dr. Scales Chairman of the Advisory Board. He wears the Army’s Ranger Tab and Senior Parachutist’s Badge, is a graduate of West Point, and earned his PhD in history from Duke University.

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**Col. Ty Seidule**

Col. Ty Seidule is a Professor and Head of the Department of History at the US Military Academy at West Point. During his more than thirty years in the US Army, Col. Seidule has commanded cavalry and armor units in war and peace. He has had assignments in the United States, Germany, Italy, the Balkans, Saudi Arabia, and Iraq. For much of his career, Col. Seidule has taught at West Point and worked to inspire a broad audience to study the past. A leader in digital history, he is the creator and co-senior editor of the award-winning *West Point History of Warfare*, a seventy-one chapter, million-word enhanced digital text published by Rowan Technology. Simon and Schuster published four of Col. Seidule’s books in the West Point History of Warfare series, two of which won national awards. He is the creator and series editor of several digital primary source readers including *The West Point Guide to the Civil Rights Movement* and *The West Point Guide to Gender and War*. He also writes on Civil War memory and African American history at West Point. His video lecture, “Was the Civil War about Slavery?” has more than 25 million views on Facebook and YouTube. Other digital projects include Massive Open Online Courses on the Civil War and World War II viewed by hundreds of thousands of students as well as groundbreaking work on virtual and augmented reality for the classroom. Col. Seidule oversees West Point’s Center for Oral History and Center for Holocaust and Genocide Studies. He also serves as the senior academic advisor to the Director of Intercollegiate Athletics at West Point.
Dr. Sarah Sewall

Dr. Sarah Sewall is the Speyer Family Foundation Distinguished Scholar at the Henry A. Kissinger Center for Global Affairs. Her career in academia and government combines international security and civilian protection. Her research analyzes normative change processes and her policy work has helped infuse civilian protection into official institutions and practices. Sewall most recently served as Under Secretary of State for Civilian Security, Democracy and Human Rights (2014–2017). She was responsible for counterterrorism, refugees and migration, international justice and law enforcement programs, human rights, human trafficking, and conflict prevention. Previously, she taught at Harvard’s Kennedy School of Government for over a decade, and directed the Carr Center for Human Rights Policy and was Minerva Chair at the US Naval War College. During the Clinton administration, Sewall served in the Defense Department as the inaugural Deputy Assistant Secretary for Peacekeeping, where she established a US peacekeeping office and advised the secretary of defense on peace operations and humanitarian assistance. Prior to DoD, she served for six years as Senior Foreign Policy Advisor to US Senate Majority Leader George J. Mitchell and designee to the bipartisan Senate Arms Control Observer Group.

Mr. Travis Sharp

Mr. Travis Sharp is an officer in the US Navy Reserve and a PhD candidate in security studies at Princeton University. His current research projects explore military engagement, cybersecurity, and defense strategy. Previously, he served as a research fellow at the Center for a New American Security and the Center for Arms Control and Non-Proliferation, where he specialized in US defense spending. He has consulted for the Office of the Secretary of Defense for Policy, Office of Net Assessment, National Defense Panel, NATO, and Oxford Analytica. He has published in the Journal of Strategic Studies, International Affairs, Orbis, Joint Force Quarterly, and Parameters, among others, and been quoted by the New York Times, the Washington Post, and CNN.
Dr. Elizabeth Stanley

Dr. Elizabeth Stanley is an Associate Professor of security studies with joint appointments in Georgetown University’s Edmund A. Walsh School of Foreign Service and the Department of Government. She is currently a fellow in the Science and Technology Innovation Program at the Woodrow Wilson International Center for Scholars. Earlier in her career, she served as associate director of Georgetown’s Security Studies Program. During the 1990s, she also served as a US Army intelligence officer in Asia, in Europe, and on deployments to the Balkans, leaving service as a captain. She is the creator of Mindfulness-based Mind Fitness Training (MMFT), tested through four neuroscience research studies with the US military. She's taught MMFT to thousands in civilian and military high-stress environments. She is a certified practitioner of Somatic Experiencing, a body-based trauma therapy. She speaks, teaches, and writes on a variety of topics related to resilience, decision making in stressful environments, civil-military relations, military effectiveness, innovation, and international security. Her book, Paths to Peace: Domestic Coalition Shifts, War Termination, and the Korean War, won the 2009 Edgar S. Furniss Award for the best first book in the field of international security. She is also the co-editor, with Risa A. Brooks, of Creating Military Power: Sources of Military Effectiveness. Her second book, Widen the Window: Training Your Brain and Body to Thrive during Stress, Uncertainty, and Change (forthcoming in 2019), is based on her research about training people in high-stress environments.

Dr. Dominic Tierney

Dr. Dominic Tierney is Associate Professor of Political Science at Swarthmore College, a Templeton Fellow at the Foreign Policy Research Institute, and a Contributing Editor at The Atlantic. He completed his PhD in international politics at Oxford University, and was a post-doctoral fellow at Harvard University. He has published four books: Failing to Win: Perceptions of Victory and Defeat in International Politics (Harvard University Press, 2006), with Dominic Johnson; FDR and the Spanish Civil War: Neutrality and Commitment in the Struggle that Divided America (Duke University Press, 2007); How We Fight: Crusades, Quagmires, and the American Way of War (Little, Brown, & Co., 2010); and The Right Way to Lose a War: America in an Age of Unwinnable Conflicts (Little, Brown, & Co., 2015). His work has also appeared in the New York Times, the Los Angeles Times, NPR, and various academic journals.

Dr. Marybeth Ulrich

Dr. Marybeth Ulrich is Professor of Government in the Department of National Security and Strategy at the US Army War College. Her research is focused on strategic studies, especially civil-military relations, European security, and national security democratization. Her publications include Democratizing Communist Militaries: The Cases of the Czech and Russian Armed Forces. She retired from the Air Force Reserve as a colonel and served as the reserve air attaché to the Russian Federation, the Czech Republic, and Greece. She received her PhD in Political Science from the University of Illinois and BS from the US Air Force Academy, where she was a Distinguished Graduate in the Class of 1984. She has been published in Strategic Studies Quarterly, Parameters, and many other publications.
Col. Heidi Urben

Col. Heidi Urben is a military intelligence officer currently assigned to the Joint Staff in the Pentagon. She was commissioned as a Distinguished Military Graduate through the Reserve Officer Training Corps (ROTC) program at the University of Notre Dame in May 1997. Her past assignment highlights include: deployments to Bosnia (1999–2000) and Afghanistan (2004–2005 and 2010–2011); various staff positions in the 10th Mountain Division and the 25th Infantry Division; command of an intelligence company in Hawaii; Military Aide to Secretary of Defense Robert M. Gates; operations officer and executive officer for a counterintelligence battalion at Fort Meade; Assistant Professor of American Politics, Policy, and Strategy in the Department of Social Sciences at the US Military Academy; and Commander of the 205th Military Intelligence Battalion in Hawaii. In June 2018, she will take command of a military intelligence brigade at Fort Meade. She holds a BA in government and international studies from the University of Notre Dame, an MPM, MA, and PhD in government from Georgetown University, and an MS in national security strategy from the National War College. A Visiting Research Fellow at the National Defense University's Institute for National Strategic Studies, Col. Urben's research interests include civil-military relations, mass media and politics, and public opinion. Her dissertation was entitled “Civil-Military Relations in a Time of War: Party, Politics, and the Profession of Arms.”

Mr. Vincent Viola

Mr. Vincent Viola is the former Chairman of the New York Mercantile Exchange and is one of the nation's foremost leaders in electronic trading. He is currently the Executive Chairman of Virtu Financial. Mr. Viola started his career in the financial services industry on the floor of the New York Mercantile Exchange and rose to be Vice Chairman (1993–1996) and Chairman (2001–2004). Mr. Viola has launched a number of successful businesses during his career, including Virtu Financial and a regional banking group in Texas that is now listed on NASDAQ (IBTX). Mr. Viola graduated from the US Military Academy at West Point in 1977. He later graduated from the US Army Airborne, Infantry, and Ranger Schools and served in the 101st Airborne Division. In 1983, he graduated from the New York Law School. Shortly after September 11, 2001, Mr. Viola was instrumental in founding the Combating Terrorism Center at West Point.
Mr. Robert Walker

Mr. Robert Walker is the Executive Director of the Aspen Institute’s Homeland Security Program and oversees the development and execution of the Aspen Security Forum and other projects under that program umbrella. He plans to grow the program and expand its reach and impact within the discussion of global, national, and homeland security policy. He recently retired from the US Army after serving in various worldwide assignments and leadership roles. A career military officer and graduate of West Point, Mr. Walker has spent much of the last two decades working to advance our national security interests through stronger defense cooperation exercises and partnership building around the globe. He led soldiers as a Field Artillery officer in places like the Republic of Korea, Colombia, and Kuwait, and in several domestic assignments. He commanded troops in combat while in Iraq from 2003 to 2004. He was also instrumental in the recent expansion of the US Army’s presence in Eastern and Central Europe—an effort to assure NATO allies and deter further westward aggression by Russia.

Col. (ret) Isaiah (Ike) Wilson III

Col. Ike Wilson, PhD, is a strategist and a leading advocate for change in America’s concepts of and approaches to security policy, war, and peace. A combat veteran, former Army aviator, strategist, and professor of political science, he most recently served as Chief of the Commander’s Initiatives Group, US Central Command. He formerly served as a full professor and academic program director at West Point, where he also founded the West Point Grand Strategy Program. Dr. Wilson has numerous publications to his credit, including, Thinking Beyond War: Civil-Military Relations and Why America Fails to Win the Peace (Palgrave Macmillan, 2013).

Dr. Peter White

Dr. Peter White’s research interests lie at the intersection of domestic politics and inter- and intrastate conflict. He has published in International Organization, The British Journal of Political Science, and Mobilization. His primary research agenda centers on questions related to armed conflict and the military’s role in national governments. This is a vital subject in global security and conflict processes research, given the strong impact that military involvement in government can have on a state's prospects for democratization, propensity to repress, and tendency to become involved in international and domestic conflict. He is interested also in questions related to the onset and prevention of civil war, and the escalation of dissident claims on government to both civil war and non-violent protest. In his dissertation, he focuses on how a state's history of poor outcomes in international conflict (i.e., defeats and stalemates) affects the military's role in government.
Dr. Alec Worsnop

Dr. Alec Worsnop is an Assistant Professor in the School of Public Policy at the University of Maryland–College Park. His research into civil war, military organization and effectiveness, and civil-military relations has appeared in *Security Studies* and *Political Science Research and Methods* and has been supported by organizations including the Belfer Center for Science and International Affairs at the Harvard Kennedy School, the Institute for Security and Conflict Studies at The George Washington University, the Harry Frank Guggenheim Foundation, and the Smith Richardson Foundation. He received his PhD in Political Science from the Massachusetts Institute of Technology, where he was an affiliate of the Security Studies Program. Previously, he worked for a USAID implementing partner, developing and managing assistance programs in Afghanistan and the Middle East.
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