

Massachusetts Institute of Technology  
**SECURITY STUDIES PROGRAM**



Annual Report  
2005-2006

# Report Documentation Page

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*Cover Photo: Belmont, Massachusetts's war memorial flanked by cannons from the USS Constitution. Located west of Cambridge, Belmont is the home of both the outgoing and incoming SSP Directors. Among other notables who have called Belmont home are Vannevar Bush, Winslow Homer, Talcott Parsons, the John Birch Society, Seymour Martin Lipsett, James Q. Wilson, and Mitt Romney.*

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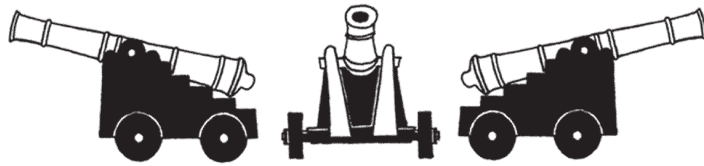
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## SECURITY STUDIES PROGRAM

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**T**he Security Studies Program (SSP) is a graduate level research and educational program based at the MIT Center for International Studies. It traces its origins to two initiatives.

One is the teaching on international security topics, and most particularly on defense budgeting, that Professor William Kaufman began in the 1960s at the MIT Political Science Department. The other is the MIT-wide seminars on nuclear weapons and arms control policy that Professors Jack Ruina and George Rathjens began in the mid-1970s.

The Program's teaching ties are primarily with MIT's Political Science Department, and courses offered emphasize grand strategy, causes of conflict, military technology, bureaucratic politics, and budgetary issues. The SSP senior research and teaching staff includes social and natural scientists and policy analysts. A special feature of the program is the integration of technical and political analyses in studies of international security problems.

Several of the SSP faculty have had extensive government experience. They and the other Program faculty advise or comment frequently on current policy problems. But the Program's prime task is educating those young men and women who will be the next generation of scholars and practitioners in international security policy making. The Program's research and public service activities necessarily complement that effort.

The Center for International Studies is a major unit of the School of Humanities, Arts, and Social Sciences at MIT and seeks to encourage the analysis of issues of continuing public concern. Key components of the Center in addition to SSP are Seminar XXI, which offers training in the analysis of international issues for senior military officers, government officials, and industry executives; The MIT Science and Technology Initiative, a pioneering international education program active in nine countries; and programs on human rights, migration and humanitarian studies, the Middle East, political economy and technology policy.

## DIRECTOR'S STATEMENT

### OVERVIEW

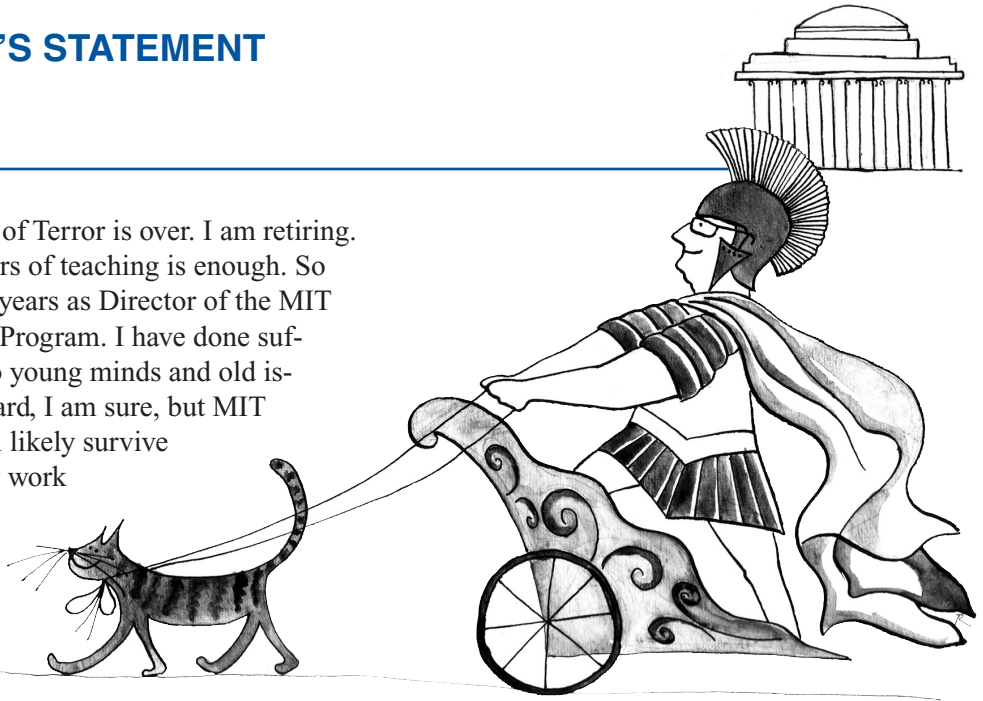
**T**he Reign of Terror is over. I am retiring. Forty years of teaching is enough. So too is 17 years as Director of the MIT Security Studies Program. I have done sufficient damage to young minds and old issues. It will be hard, I am sure, but MIT and America will likely survive the change in my work status.

The Program will be in good hands. Barry Posen, long our intellectual leader, will be taking over as Director. Barry is a serious and successful scholar, a wonderful and much admired teacher, and as time will confirm, a wise and compassionate administrator. I have learned much from him in our several happy ventures in co-teaching and when listening to his insightful public commentary on contemporary security problems. He drives his students hard because he believes that learning to formulate and defend your ideas rigorously is the training needed to dominate the academic battlefield. Barry loves to build and tear apart theories, but also understands the policymakers' need for crisp, practical advice. And no one is a better student of combat engaged military organizations. Both Chester I. Bernard and Karl von Clausewitz would be proud to have him as a colleague.

Barry has a terrific team to help him overcome the trying Harvey years: Owen Coté, Jr., is the Program's Associate Director and one of the nation's top experts on military technology and doctrinal innovation; Cindy Williams is a mathematician and a very influential analyst of defense budgets and military personnel policies; Steve Van Evera is a widely respected

international relations theorist and a terrific teacher; Richard Samuels is the Director of MIT's Center for International Studies and a leading figure in the comparative government and Asian security fields; Taylor Fravel is a Chinese foreign policy specialist and a rising star within the political science discipline; and Jim Walsh is a major participant in the international effort to prevent nuclear weapons proliferation and limit the use of force. Supporting them is our wonderful staff led by our extraordinarily capable Assistant Director and Program Coordinator, Magdalena Rieb, and including Lynne Levine, Harlene Miller, Valerie Thaddeus, and for part of this academic year and several before, Brandi Sladek. What was tolerable and successful in the last 17 years is due to their talent and dedication, and that of Judy Spitzer and Anne Marie Cameron Foley, who were also my administrative assistants. What stories they could tell, but I trust they won't.

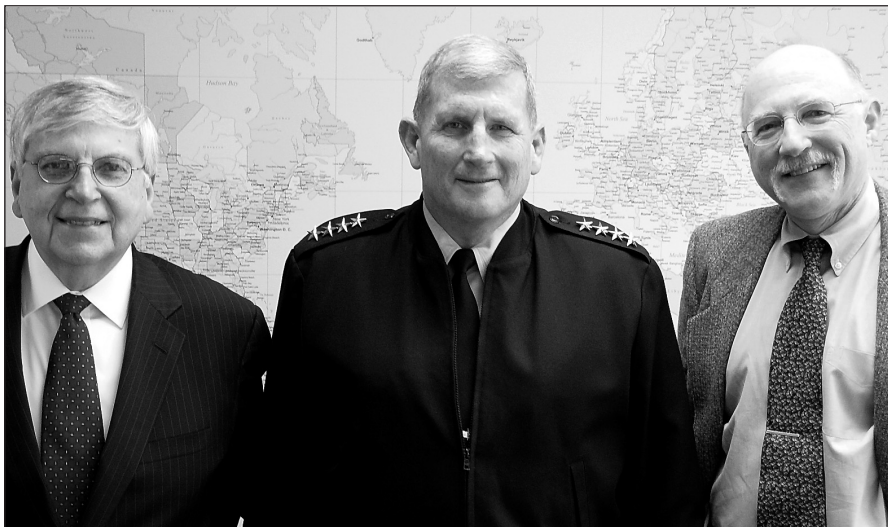
I (mostly) loved working with all of these people and the many others — students, visitors, military fellows, research staff members



— affiliated with the SSP. I hope to spend the next several years in my current office in the Program catching up on my reading and writing while reveling in the happiness and achievements of these younger people, and second guessing Barry’s every decision. Nothing will ever be as good as it once was, at least in my mind. But there would be no progress if the old didn’t give way to the new. MIT professors resist retiring, and yet if we don’t step aside while we can still step the mature middle will never have a chance to show the world via their misjudgments how good we really were.

There are indeed advantages in retirement. I look forward to not having to read the hard-to-follow emails from colleagues who refuse the inconvenience to them of using capital letters in their messages. I won’t miss the tedious meetings that academia is famous for, the ones in which the overly articulate and totally self-absorbed refine and repeat the obvious about the trivial until your eyelids slide shut. I want back the hundreds of hours wasted in this tag team torture. What I can get back is some of the money I paid indirectly to send my colleagues’ children to private schools. Now I am the one being subsidized, and I want every nickel the system has to offer.

The real benefit of retirement, however, is freedom from intellectual oppression. Most American universities have become places where many of the policy issues of the day can only be addressed from the politically correct liberal perspective. It may be my failing memory, but I thought that I entered a calling that made skepticism a necessity and debate a virtue. On dozens of topics ranging from affirmative action to the use of force in international relations, from the health effects of side stream smoke to the existence and implications of global warming, a liberal orthodoxy prevails, intolerant of questioning to the point of imposing a catechism. Witness what happened to Harvard’s President Summers when he chose to speculate about the causes of unequal representation of men and women in the sciences. There are many demands for diversity in American universities and much dudgeon about failing to achieve it using only the narrowest definition of what constitutes diversity. In forty years at MIT I have met many wonderful people and many hypocrites, but never a faculty colleague who would admit to being either a conservative or a Republican.



*General Pete Schoomaker, Chief of Staff, U.S. Army, and key advisors.*

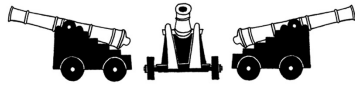


I had thought that at the Program I had helped to create an island of freedom and truth. To be sure, among ourselves and with our students we are intellectually open. There are no perspectives on security that we are forbidden to explore. We know that wars involve killing and that some wars, their costs notwithstanding, are both unavoidable and beneficial. But I was delusional. No sooner had I announced my retirement than the Program's logo was being redesigned. It seemed there were complaints from others at MIT that the existing logo with its 18th Century cannons was too aggressive. It mattered



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not that we study the causes, conduct and consequences of wars, and talk constantly with and about those who make war and risk their lives in

them. It matters only that the academic powerful find the representation of cannons, even antique ones, offensive. A trivial issue no doubt, but aren't they all. And if the cannons offend, will not the work we do as well?

At the moment the terrorism that matters most is not one oppressing academia, but rather the terrorism embodied in the war with militant Islam. Our students wisely focus on the latter problem. On the initiative of two of them, Colin Jackson and Austin Long, and with the expert guidance of Professor Roger Petersen, the Program and the Center for International Studies sponsor a Working Group on Counter-Insurgency that has helped focus much useful

thinking on the origins of and responses to insurgency, historically and theoretically. Our military fellows, especially Colonels George Bristol and Chris Conner, both of whom have had extensive experience in Iraq and Afghanistan, have been very helpful to the Working Group. Chris led our field trip to Fort Bragg, North Carolina where we met with battalion and brigade commanders from the 82nd Airborne Division, the Third Special Forces Group, and LTG John Vines and his 18th Air-

borne Command Staff, all recently returned from operations in Iraq or Afghanistan. On the trip we had discussions with two of our former military fellows, Army

Colonel Billy Don Farris, just back from a second tour in Iraq, and Marine Colonel Brooks Brewington, who has been in the Horn of Africa, another operational area in the long war.

It is the conflict in Iraq that is the most trying. The rationale for beginning the war, more than three years after its start, remains unclear. Worse, there seems to have been a year lost after the fall of Baghdad when no one appears to have been in charge of coping with the growing instability within Iraq, or formulating a coherent strategy for getting us out of Iraq. Even though they can never defeat the U.S. military, our enemies do have a strategy for victory. They know correctly there is a limit to our will, our tolerance to continue to take casualties. America may be at war, but happily few of us experience it. As long as our opponents create significant insecurity in Iraq, while avoiding through intimidation or otherwise exposure by Iraqi non-combatants, our forces will be at risk. The key for fights that are far away and seemingly do not threaten vital national interests is to turn the war quickly over to the locals. In Vietnam we were too slow to do this, and the South Vietnamese never gained confidence in their ability to defend themselves. One push

from the North that we did not answer and the South Vietnamese Army crumbled. Having the powerful American military on call creates dangerous dependencies.

President Bush has said that we will stand down when the Iraqis stand up. But we must assume that our friends in Iraq as well as our opponents read the history of the Vietnam War. Why would our friends ever stand up? They know that the President can't let Iraq fall into chaos before the next presidential election. Having created the problem, the President and his party can't shed the responsibility. Just as insurgents learn to cling to our belt to avoid our firepower, so too will our friends to avoid losing our firepower. The Democratic presidential hopefuls are also in a bind. Their primary voters will likely want a firm promise to end the war by pulling American troops out of Iraq, but in the general election victory is likely to hinge on claiming a willingness to stand up for

America in order to escape the peacenik image that Republicans have created for Democrats since Vietnam. Of course, the Iraq war may become politically unsustainable by 2008 and the claim to be willing to jettison the Bush strategy may be sufficient to win office. Moreover, promises do not have to be kept. Recall George W. Bush's proclaimed intent to create a more humble U.S. foreign policy.

We all want our effort in Iraq to be successful. I especially do because I was one of those who supported the intervention. As it is cast now, success is a stable, secure Iraq working its way toward Democracy. Muslims indeed need to have the hope of a democratic alternative to rule by tyrants, religious or secular. But success so bitterly achieved will have the consequence also of taming our urge for righting essentially alone the world's wrongs. I want America to come home, and not only because I hope that will compel the other rich nations



Photo Courtesy of U.S. Army/Staff Sgt. Russell L. Klika

*Mixed Iraqi and American operation in western Iraq.*



*Road building in the Philippines outsourced to the U.S. Marines.*

of the world to do more. America does need real partners for the combined global charity/global police force we have become since the end of the Cold War, but it also needs to look inward to address its many neglected domestic problems.

America has been mobilized all of my life. The Second World War with its multiple fronts and 12 million American under arms was followed almost immediately by the very long Cold War that included a peacetime draft and two costly Asian excursions. With the collapse of the Soviet Union we have been engaged in helping clean up the mess left behind by that failed empire and the long abandoned colonial empires of our allies. For more than 65 years we have been investing heavily in developing, building, training, deploying, and maintaining the world's greatest military. Truth be told we can now relax. Even with the wrath of Islamic fundamentalists directed toward us, we are more secure than we have ever been.

Terrorism is a threat, but not an existential one. A defense budget half the current size would still dwarf that of all of our enemies combined. Our problems lie elsewhere. It is time to shift some of the resources and talent used by the military to the other side of government.

This is not just my usual lament about the dismal state of Belmont's roads. We do indeed need to replace and improve much of our infrastructure. Let's stop building roads in the Philippines or Kosovo and start building them near where I live, but that is not enough. Nor is this a plea to create the European style Welfare State that we failed (mercifully perhaps) to do in the early Cold War years because we were too busy protecting Europe from the menace to the East. I know too much about health policy to think that establishing a national health insurance scheme would relieve us of our health worries. We do have a way to go in improving access to health care, but that is not our most pressing problem. What bothers me

is the perpetuation of the racial divide in the United States. Sadly, we have been letting the prisons and the welfare offices be our coping mechanisms.

The illegal immigration issue, which currently dominates Congressional politics, highlights the problem. I like legal immigration, and well I should. My mother and father both came to the United States as young children, their own fathers fleeing with their families pre-revolutionary Russia and the Czar's no-return military draft. It is the millions upon millions of poorly educated, low skill, mainly Spanish speaking, mainly Mexican "undocumented workers" that I worry about. This constantly renewing influx undermines the earnings of our own poor, who are mainly black and shamefully undereducated. If the illegals attain citizenship through amnesty, they will be granted the benefits of affirmative action programs, further diminishing the opportunities available to blacks. Their language has been especially privileged, thus potentially creating the dangerous societal division that plagues so many other countries. The open border and remittances sent back to support separated families delays the political reforms needed in Mexico where a very wealthy, European-descended elite has for centuries exploited an impoverished indigenous majority.

It almost seems that our political parties have given up on poor black Americans, allowing imported labor to take away their jobs and offering only patronizing rhetoric and a patchwork of failed programs as a palliative. Middle and upper class Americans are collaborators too, getting their lawns cut, their fresh produce

provided, and their restaurant meals served cheaper because so little is done to stem the flood of illegal workers. If the Mexican border were properly managed, wages for doing the least desirable jobs would rise as would investments in education and technology to eliminate them. It is time for America to come home and face the facts of our domestic neglect.

Political correctness hobbles the analysis of domestic policies and threat inflation keeps defense spending too high. SSP has been hardnosed about our security problems. We have noted how difficult it is to make effective biological weapons and how wasteful it would be to guard every bridge, to secure every office building, and to inspect every box car or shipping container. And we have shown that the greedy middle and upper classes, with their insistence on government subsidies for their dotage in order to transfer their vast wealth to their children (call me just a free rider) will eventually constrain a defense budget so much absorbed by non-existent challenges. It is disarray on the homefront that worries me and should you as well.



*MIT undergraduates like cannons so much that they stole Cal Tech's.*

I usually end these essays with a slam against the Big Dig, Boston's \$15 billion plus highway tunneling and bridge building project. There is a lot to complain about. Many tunnel sections, especially those near or under the harbor, leak; others are at risk for falling on the traffic with deadly

effect. None of this is reassuring. Billions in repairs lie ahead. But I have mellowed with age. Now as I zip through the system to and from the airport, saving ten minutes or more each



*There is a lot to read when using the Big Dig.*

trip, I intermingle silent prayers for my safety and that of other travelers with thoughts of thanks for all the good people of Montana, Oregon, South Carolina and elsewhere who helped the federal government pay for most of this corruption-laden project, and calculate once again the number of submarines and aircraft carriers the nation could have built instead. It is currently six nuclear-powered attack boats or one of the latest carriers, but the cost of these necessities constantly rises as does that of the Big Dig.

There are many to thank for the forty years and the time as SSP director. James Q. Wilson and Carl Kaysen were my generous dissertation advisors. Eugene Skolnikoff helped me enormously as I tried to find my footing at MIT. Jack Ruina was my predecessor as Director and the key to both my Polaris venture and the job I so enjoyed. My many department and Program colleagues were there for me more times than I know or admit. My assistants were so

tolerant of me that I can never fully express my gratitude. My students and our military fellows taught me so much; I hope to continue to keep in touch with them so my education will not stop. And then there are the program sponsors for whom all of us at SSP stand grateful: The Carnegie Corporation of New York, Frankel Foundation, MacArthur Foundation, Lincoln Laboratory, Draper Laboratory, Abt Associates, the U.S. Armed Services and others.

*Henry M Sapozhny*



Photo courtesy of U.S. Army

*My new office.*



Photo courtesy of U.S. Army

*Faculty Lounge in the good old days.*

## FACULTY AND SENIOR RESEARCHERS

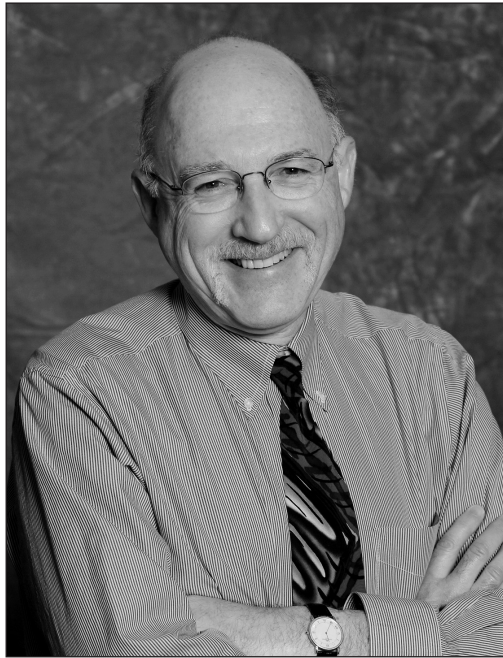
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**HARVEY M. SAPOLSKY** is Professor of Public Policy and Organization in the Department of Political Science and Director of the MIT Security Studies Program. Dr. Sapolsky completed a B.A. at Boston University and earned an M.P.A. and Ph.D. at Harvard University. He has worked in a number of public policy areas, notably health, science and defense and specializes in effects of institutional structures and bureaucratic politics on policy outcomes. In the defense field he has served as a consultant to the Commission on Government Procurement, the Office of the Secretary of Defense, the Naval War College, the Office of Naval Research, the RAND Corporation, Draper Laboratory, John Hopkins' Applied Physics Laboratory and Lockheed Martin, and has been a visiting professor at the University of Michigan and the U.S. Military Academy. He is currently focusing his research on three topics: interservice and civil/military relations; the impact of casualties on U.S. use of force; and the future structure of defense industries. Professor Sapolsky's most recent defense-related book is titled *Science and the Navy*, and is a study of military support of academic research.

**OWEN R. COTÉ, JR.** joined the MIT Security Studies Program in 1997 as Associate Director. Prior to that he was Assistant Director of the International Security Program at Harvard's Center for Science and International Affairs, where he remains co-editor of the Center's journal, *International Security*. He received his Ph.D. from MIT, where he specialized in U.S. defense policy and international security affairs. His dissertation, which he is now revising for publication, analyzed the sources of innovative military doctrine, using cases that compared U.S. Navy responses to different Cold War nuclear vulnerability crises. He is also the author of *The Third Battle: Innovation in the U.S. Navy's Silent Cold War Struggle with Soviet Submarines*, a book analyzing the sources of the U.S. Navy's success in its Cold War antisubmarine warfare effort, and a co-author of *Avoiding Nuclear Anarchy: Containing the Threat of Loose Russian Nuclear Weapons and Fissile Material*. He has also written on the future of naval doctrine, nuclear force structure issues, and the threat of WMD terrorism. After graduating from Harvard College and before returning to graduate school, he worked at the Hudson Institute and the Center for Naval Analyses.

**TAYLOR FRAVEL** is an Assistant Professor of Political Science at MIT. He studies international relations, with a focus on international security, China and East Asia. His publications have appeared in *Foreign Affairs*, *Armed Forces & Society*, *The China Quarterly*, *Current History*, and *Asian Survey* as well as in edited volumes. His current project examines how China settles territorial disputes, comparing periods of cooperation and escalation. Taylor is a graduate of Middlebury College and Stanford University, where he received his PhD in 2003. He has been a Post-Doctoral Fellow at the Olin Institute for Strategic Studies at Harvard University and a Pre-Doctoral Fellow at the Center for International Security and Cooperation at Stanford University. He also has graduate degrees from the London School of Economics and Oxford University, where he was a Rhodes Scholar.





*Barry Posen, New SSP Director*

**BARRY R. POSEN** is Ford International Professor of Political Science at MIT and serves on the Executive Committee of Seminar XXI, an educational program for senior military officers, government officials and business executives in the national security policy community. He has written two books, *Inadvertent Escalation: Conventional War and Nuclear Risks* and *The Sources of Military Doctrine*, which won two awards: The American Political Science Association's Woodrow Wilson Foundation Book Award, and Ohio State University's Edward J. Furniss Jr. Book Award. He is also the author of numerous scholarly articles, including his most recent "Command of the Commons: The Military Foundation of U.S. Hegemony," *International Security*, (Summer, 2003.) He has been a Council on Foreign Relations International Affairs Fellow; Rockefeller Foundation International Affairs Fellow; Guest Scholar at the Center for Strategic and International Studies; Woodrow Wilson Center Fellow, Smithsonian Institution; and most recently, Transatlantic

Fellow of the German Marshall Fund of the United States. Dr. Posen's current research interests include U.S. national security policy, the security policy of the European Union, the organization and employment of military force, great power intervention into civil conflicts, and innovation in the U.S. Army, 1970-1980.

**RICHARD J. SAMUELS** is Ford International Professor of Political Science and Director of the MIT Center for International Studies. Professor Samuels specializes in comparative politics, political economy, and Asian security affairs. He is the author of numerous articles and has written or edited eight books. His 1987 book, *The Business of the Japanese State: Energy Markets in Comparative and Historical Perspective*, won the Ohira Prize. His 1994 book, "*Rich Nation, Strong Army*": *National Security and the Technological Transformation of Japan* (winner of the 1996 John Whitney Hall Prize and the Arisawa Prize) concerned the Japanese technology process, the aerospace industry, and relations between the military and civilian economies. In 2003 he published *Machiavelli's Children*, a study of political leadership in Italian and Japanese history, which won the Jervis-Schroeder prize of the American Political Science Association and the Mar-raro prize of the Society for Italian Historical Studies. Professor Samuels is also general editor of *The Encyclopedia of U.S. National Security* (Sage, 2005). He is founding director of the MIT-Japan Program and chairman of the Japan-U.S. Friendship Commission, an independent federal agency.

**STEPHEN VAN EVERA** is Professor in the MIT Political Science Department. He earned his B.A. in government from Harvard and his M.A. and Ph.D. in political science from the University of California at Berkeley. Prof. Van Evera works in several areas of international relations: the causes and prevention of war, U.S. foreign policy, U.S. security policy, U.S. intervention in the Third World, international relations of the Middle East, and international relations theory. He has published books on the causes of war and on social science methodology, and articles on American foreign policy, American defense policy, nationalism and the causes of war, and the origins of World War I. From 1984-1987 he was managing editor of the journal *International Security*.



*Stephen Van Evera*

**ROBERT VICKERS** is a member of the CIA's Senior Executive Service and was recently assigned to the National Intelligence Council as the National Intelligence Officer for Warning. During his career, Mr. Vickers has worked as the Head of Analysis at the National Photographic Interpretation Center and at the CIA's Office of Imagery Analysis. He was also a Deputy Director of the Office of Africa and Latin America at the CIA.

**JIM WALSH** is a Research Associate at MIT's Security Studies Program. Dr. Walsh's research and writings focus on international security, and in particular, topics involving weapons of mass destruction, terrorism, the Middle East, and East Asia. Among his current projects are two series of dialogues on nuclear issues, one with representatives from North Korea and another with leading figures in Iran. Dr. Walsh served as editor for the book series, *Terrorism: Documents of International & Local Control* and his writings have appeared in several scholarly journals including *Political Science Quarterly*, *The Nonproliferation Review*, *International Studies Review*, and *Contemporary Security Policy*. He is currently working on a book about Iran. Dr. Walsh received his Ph.D from the Massachusetts Institute of Technology.

**CINDY WILLIAMS** is a Principal Research Scientist of the MIT Security Studies Program. Her work at MIT includes an examination of the processes by which the U.S. government plans for and allocates resources among the activities and programs related to national security and international affairs, a study of options for reform of military personnel policies, and an examination of the transition to all-volunteer forces in the militaries of several European countries. Formerly Dr. Williams was an Assistant Director of the Congressional Budget Office, where she led the National Security Division in studies of budgetary and policy choices related to defense and international security. Dr. Williams has served as a director and in other capacities at the MITRE Corporation in Bedford, Massachusetts; as a member of the Senior Executive Service in the Office of the Secretary of Defense at the Pentagon; and as a mathematician at RAND in Santa Monica, California. Her areas of specialization include the U.S. national security budget, military personnel policy, command and control of military forces, and conventional air and ground forces. Dr. Williams holds a Ph.D. in mathematics from the University of California, Irvine. She has published in the areas of command and control and the defense budget, and she is the editor of two books:  *Holding the Line: U.S. Defense Alternatives for the Early 21st Century* (MIT Press 2001) and *Filling the Ranks: Transforming the U.S. Military Personnel System* (MIT Press, 2004).



*SECNAV gets his cannon.*

## AFFILIATES

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### SENIOR ADVISORS

**ROBERT ART** is Christian A. Herter Professor of International Relations at Brandeis University, where he teaches international relations and specializes in national security affairs and American foreign policy. He is also a research associate at the Olin Institute for Strategic Studies at Harvard University, and director of MIT's Seminar XXI Program. Professor Art received his B.A. from Columbia College in 1964 and his Ph.D. from Harvard University in 1968. His published work centers on American foreign policy and national security affairs.

**SEYOM BROWN** is Lawrence A. Wien Professor of International Cooperation with the Department of Politics at Brandeis University. Professor Brown's expertise lies in international relations and world politics. He teaches on the causes and prevention of war and human rights issues, and his writing focuses on the U.S. policy implications of changing patterns in world politics. His most recent book, *The Illusion of Control: Force and Foreign Policy in the 21st Century*, was published by The Brookings Institution in 2003.

**RICK CINQUEGRANA** is a Senior Project Director with the National Academy of Public Administration in Washington, DC. He left the CIA and the U.S. Government after 35 years, during which time he served as Deputy Staff Director and Chief Investigative Counsel for the Senate and House Intelligence Committees' Joint Inquiry into September 11th, Deputy Inspector General for Investigations at the CIA, Deputy Counsel to the Attorney General for Intelligence Policy, and a variety of other senior positions in the CIA, the Justice Department, and Congress. He is also an adjunct faculty member of the Law School at Catholic University, and has lectured and taught at a number of other universities and organizations.

**JUAN COLE** is Professor of Middle East and South Asian History at the University of Michigan. He grew up in a military family, with two tours in France and one in Ethiopia. He has an MA (1978) in Arabic Studies/History from the American University in Cairo. He has published *Colonialism and Revolution in the Middle East* (1993), about the 1882 Urabi Revolution that provoked the British colonization of Egypt; he produced a book in 1998 on 19th century Iranian millenarianism, using private expatriate Iranian archives; and published *Sacred Space and Holy War* (2002), a history of Shiite Islamic responses to modernity that includes substantial attention to Iraq. Since September 11 he has become a public intellectual, writing widely on issues in the War on Terror, al-Qaeda, and the Iraq War, with opinion pieces in major newspapers and at Salon.com.

**MICHAEL DORAN** is an Assistant Professor in the Department of Near Eastern Studies at Princeton University, and an Adjunct Senior Fellow at the Council on Foreign Relations in New York. He teaches courses on political Islam, Middle Eastern nationalisms, U.S.-Middle East relations, and the Arab-Israeli conflict. From 1997 to 2000, Dr. Doran was an Assistant Professor of History at the University of Central Florida. He is the author of a study of the first Arab-Israeli war, entitled *Pan-Arabism before Nasser: Egyptian Power Politics and the Palestine Question* (Oxford University Press, 1999), and is currently working on a book entitled *The Trump Card: Israel in the Arab Civil War*. After he published an influential article on Osama bin Laden in the January/February 2002 issue of *Foreign Affairs*, both government and business have frequently invited him to speak on Middle Eastern affairs.

**JEANNE GUILLEMIN**'s training in sociology and anthropology led to her involvement in issues regarding medicine, infectious diseases, and biological weapons. She is the author of *Anthrax: The Investigation of a Deadly Outbreak* (University of California Press, 1999) which documents the U.S.-Russian inquiry into the contested cause of the 1979 Sverdlovsk anthrax outbreak. Prior to this research, she investigated the "yellow rain" controversy of the 1980s. Both projects involved U.S. allegations against the Soviet Union for treaty violations involving biological weapons. Her latest book is *Biological Weapons: The History of State-sponsored Programs and the Problem of Bioterrorism* (Columbia University Press, 2004). She has been a delegate to the annual Pugwash Working Group on the Chemical and Biological Weapons Conventions, a participant in the Harvard University Belfer Center Executive Session on Domestic Preparedness, and has taught for three years in the SSP course, "Confronting Bioterrorism." Professor Guillemin was also on the World Health Organization editorial board for its 2004 guide to public health responses to biological and chemical weapons attacks. She has also done research on the 2001 anthrax postal attacks and their consequences for U.S. biodefense initiatives. Following a September 2005 trip to China, she has renewed her interest in the 1934-1945 Japanese biological warfare program based in Manchuria and responsible for the world's most aggressive use of biological weapons, during World War II.

**YUMI HIWATARI** was a Visiting Fellow at the MIT Center for International Studies in 2005-2006. She is a Professor of International Relations at Sophia University in Tokyo and has written widely on U.S.-Japan relations and Japanese defense politics. Her current research interests concern the comprehensive review of Japan's defense policy, especially the policy changes that took place during the Koizumi administration and their impact on Japan Self Defense Forces. Her recent essay appears in *Breakthroughs*, Spring 2006.

**JOYCE LEE MALCOLM** is Professor of History at Bentley College and former Fellow of the James Madison Program at Princeton University. Her latest book, *Guns and Violence: The English Experience* (Harvard University Press, 2002) is an analysis of the relationship between guns and violent crime in England. An earlier book, *To Keep and Bear Arms: The Origins of an Anglo-American Right* (Harvard University Press, 1996), was the first full-scale study by a professional historian of the origins of a significant and controversial liberty, the right to be armed. Professor Malcolm is on a leave of absence this year to take up the post as Director of the Research Division of the National Endowment for the Humanities.

**DAVID A. ROSENBERG** is a Professor at the National War College. He has held positions at the Office of the Secretary of Defense, the Naval War College, the University of Houston, and Temple University. A Commander in the Naval Reserve, Professor Rosenberg is widely regarded as one of the leading historians of U.S. Cold War naval and nuclear strategies. Currently, Professor Rosenberg is completing a biography of Admiral Arleigh A. Burke, the great hero of the modern Navy.

**ROBERT S. ROSS** is Professor of Political Science at Boston College, and Associate at the Fairbank Center for East Asian Research, Harvard University. His current research focuses on Chinese use of force and deterrence in East Asia and the implications of the rise of China on East Asian security. His most recent book is *U.S.-China Relations, 1955-1971: A Reexamination of Cold War Conflict and Cooperation*, co-editor (Asia Center, Harvard University, 2001). He is currently collaborating with the Institute of Strategic Studies at Peking University on a project examining historical and theoretical perspectives on rising powers and on the influence of the rise of China on contemporary international politics. He is also co-editor of the forthcoming *Normalization of U.S.-China Relations: An International History* and of *New Directions in the Study of Chinese Foreign Policy*.

**MICHAEL SCHRAGE** is co-director of the MIT Media Labs eMarkets Initiative, where he oversees research in the design and diffusion of market mechanisms in networks. His ongoing work focuses on the economics and ethology of models, prototypes and simulations in managing innovation and risk. His book, *Serious Play* (Harvard Business School Press, 2000), explores these issues and has been widely adopted as a text in many graduate business and design programs worldwide. Mr. Schrage is a member of the advisory board of the Sloan Management Review, an occasional columnist for *Technology Review* and advises firms such as Microsoft, InterActive Corp., GE, Intel and British Telecom on innovation management issues. Schrage's research focuses on the economics of technical and organizational innovation in national security institutions.



*U.S. soldiers train Iraqis in squad tactics.*

**JOEL SOKOLSKY** is Dean of Arts and a Professor of Political Science at the Royal Military College of Canada (RMC). His areas of interest and teaching include Canadian foreign and defense policy, international security relations and American foreign and defense policy. He has been the recipient of several scholarships and awards, including two NATO Fellowships and two Fulbright Scholarships. In 1995, he was named to the Teaching Excellence Honors List at RMC and in 2005 won the RMC Research Excellence Award. In 2003 he was awarded the Queens Golden Jubilee Medal. His works include: *Seapower in the Nuclear Age: The United States Navy and NATO, 1949-1980*; *Canadian Defense Policy: Decisions and Determinants*; *The Americanisation of Peacekeeping: Implications for Canada*; *Projecting Stability: NATO and Multilateral Naval Cooperation in the Post-Cold War Era*; *Sailing in Concert: The Strategy and Politics of Canada-U.S. Naval Interoperability*; *The Soldier and The State in the Post-Cold War Era*; and most recently, *Realism Canadian Style: National Security and the Chrétien Legacy* and *Guarding the Continental Coasts: United States Maritime Homeland Security and Canada*.

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## RESEARCH FELLOWS

**ROBERT BUDERI** is former Editor in Chief of MIT's *Technology Review* magazine and the author of *Engines of Tomorrow* (Simon and Schuster 2000), an account of the evolution and current practice of corporate research. His acclaimed first book, *The Invention That Changed the World* (Simon and Schuster 1996), examined radar's impact on World War II and post-war science and technology and was part of the Alfred P. Sloan Foundations Technology Series. A former *BusinessWeek* technology editor and Vannevar Bush Fellow at MIT, Buderer has written for numerous publications, including *Newsweek*, *Time*, *Science*, *Nature*, *The Economist*, *Sports Illustrated* and *The Atlantic Monthly*. Mr. Buderer also served as advisor to the British Broadcasting Corporation's "Science at War" documentary series and to two History Channel programs about World War II. As editor of *Technology Review*, Mr. Buderer led the magazine to numerous editorial and design awards and oversaw its expansion into three foreign editions, electronic newsletters, and into highly successful events and conferences. He speaks widely about emerging technologies and their impact and is a regular guest of CNBC's "Strategy Session" and "The Wall Street Journal Report." His most recent book, co-authored with Gregory T. Huang, *Guanxi (The Art of Relationships): Microsoft, China, and Bill Gate's Plan to Win the Road Ahead* (Simon & Schuster, May 2006), tells the story of Microsoft's Beijing computing research lab, Microsoft Research Asia (MSRA).



U.S. Navy photo by Chief Photographer's Mate Spike Call

*Part of the 1000 ship Navy: French and American ships exercise together.*



## MILITARY FELLOWS



*2005-06 SSP Military Fellows: (L-R) McMillan, Di Tallo, Conner and Bristol.*

### **COLONEL GEORGE H. BRISTOL, USMC**

*Commandant of the Marine Corps Fellow*

Prior to SSP, Col. Bristol was with the G-2, 1st Marine Division — forward deployed in Iraq — for Operation IRAQI FREEDOM II. Col. Bristol has served 30 years in the Marine Corps in infantry, reconnaissance and intelligence operations. He has held command billets at Platoon, Company, and Battalion level; staff billets to include G-2, 1st Marine Division in Operation IRAQI FREEDOM-II and two special operations tours as a HUMINT operator. He was the creator and integrator of the Marine Corps Martial Arts Program, a close combat fighting system for all Marines. Combat assignments include Somalia, the Balkans, and Iraq. A graduate of the Amphibious Warfare School and Naval Command and Staff College, he has been slated for summer 2006 command of the 1 Marine Expeditionary Force Headquarters Group — forward deployed in Iraq.

### **LIEUTENANT COLONEL CHRISTOPHER CONNER, USA**

*Army Senior Service College Fellow*

LTC Conner comes to us from the Army Human Resources Command, where he was Chief of the Special Forces Branch. LTC Conner's career began in 1984, when he graduated with distinction from Longwood College, receiving a B.S. in Psychology and a Regular Army commission

in Armor. Early in his career LTC Conner tried out for and was accepted into Special Forces. He commanded a Special Forces A-Team, ODA 532, for three years, including Operations Desert Shield and Desert Storm, after which he was reassigned to PERSCOM. While in Washington, he served as an assignment officer and as a Joint Staff Intern in the J-3 Special Operations Division. In 1997, as a 2nd Battalion Operations Officer for the 5th Group, LTC Conner deployed to Bahrain, Jordan, and to the National Training Center. Later, as Commander of Company B, 2nd Battalion, LTC Conner's company and ODA's deployed to Kuwait for IRIS GOLD, Turkmenistan, Uzbekistan, Kazakhstan and Yemen. In addition, LTC Conner has served as the Branch Chief EU-COM-CENTCOM of the Joint Staff, Special Operations Division at the Pentagon. He has served as Commander of the 2nd Battalion, 5th Special Forces Group (Airborne), and led the Battalion through two combat rotations to Operation IRAQI FREEDOM.

### **COMMANDER DAVID JOSEPH DI TALLO, USN**

*Navy Federal Executive Fellow*

CDR Di Tallo is a Naval Aviator and Naval Helicopter Pilot in the SH-60B SEAHAWK. At HSL 49, he deployed to the Western Pacific Ocean, Indian Ocean, and Arabian Gulf (WESTPAC) in 1995 and later in 1996, where he participated in Operation DESERT STRIKE. Shore duty followed in 1997 in HSL 37 at NAS Barbers Point, HI, as the Aviation Safety Officer and Assistant Officer in Charge of Detachment FOUR. CDR Di Tallo then reported to Commander, Cruiser-Destroyer Group ONE/Commander, CONSTELLATION Battle Group as Helicopter Operations Officer and Staff Aviation Readiness Officer. During this tour, he completed a WESTPAC deployment and qualified as a Flag Battle Watch Captain. Returning to the cockpit in 2001, he served as the HSL 43 Administrative Officer, Detachment FOUR Officer in Charge, and finally as squadron Operations Officer. During this tour, CDR Di Tallo graduated with distinction from the U. S. Naval War College with an MA in National Security and Strategic Studies. Most recently, he served as the Flag Secretary to the Commander and Staff Executive Officer, Naval Special Warfare Command, the Special Operations component of the U.S. Navy and the maritime component of the U.S. Special Operations Command. CDR Di Tallo has accumulated over 2200 total flight hours and 860 shipboard landings.

### **LIEUTENANT COLONEL ADAM "A.J." MC MILLAN, USAF**

*United States Air Force Fellow*

Lt. Col. McMillan is a command pilot with over 4,000 flight hours in the T-37, T-38, C-141B, C-130 and C-17A aircraft. Before joining SSP, Lt. Col. McMillan was the Commander of the 14th Airlift Squadron, Charleston AFB. He has a BSE in Computer Systems from Arizona State University, an MS in Aeronautical Science from Embry-Riddle Aeronautical University, and another masters in Airpower Arts and Science from the Air Force's School of Advanced Air and Space Studies. Lt. Col. McMillan is a distinguished graduate from AFROTC and Squadron Officer's School, a graduate of the Army Command and General Staff College and the Air Command and Staff College, and a graduate of the School of Advanced Air and Space Power Studies and Air War College. His staff assignments include Chief, C-17 Operational Test and Evaluation, Headquarters Air Mobility Command, Special Assistant to the Combatant Commander, US Joint Forces Command, and Chief, 437th Airlift Wing Safety, Charleston AFB. His flying qualifications include Aircraft Commander, Instructor and Evaluator Pilot. He is a veteran of many conflicts, has over 150 combat flying hours, and recently returned from the Middle East as the deployed Squadron Commander for the 817 Expeditionary Airlift Squadron.

## RESEARCH AFFILIATES

**PETER DUFFY** is a senior manager at the Naval Undersea Warfare Center (NUWC) in Newport, Rhode Island. NUWC operates the Navy's laboratory for research, development, test and evaluation, and fleet support of undersea submarine systems. During his career, Mr. Duffy has held several acquisition and line management positions, including Lightweight Torpedo Program Manager, Head of the Missile Systems Division, Head of the Missile and Platform Systems Department and Director of Strategic Planning. Mr. Duffy served in the U.S. Navy from 1973-1977 as a Deep Sea Diver at the fleet ballistic missile submarine base in Holy Loch, Scotland. He earned a B.S. in mechanical engineering in 1983 from the University of Massachusetts, Amherst and an M.B.A. from MIT in 2000. He is an Alfred P. Sloan Fellow. He is also a 1990 graduate of the Program Managers Course at the Defense Systems Management College, Ft. Belvoir, VA.

**EUGENE GHOLZ** is an Assistant Professor at the LBJ School of Public Affairs at the University of Texas at Austin. He is also a term member of the Council on Foreign Relations. He has written and co-written numerous articles, book chapters, and op-ed columns on the defense industry, military innovation, the political economy of national security, and strategic trade policy. His current research emphasizes systems integration in the defense industry and the links between oil and the American national interest. His book, *Buying Transformation: Military Innovation and the Defense Industry* (co-written with Peter Dombrowski), was published in the spring of 2006. He taught previously at the University of Kentucky's Patterson School of Diplomacy and International Commerce, and he was a national security fellow at Harvard University's Olin Institute of Strategic Studies. He has a Ph.D. in political science from MIT.

**GREGORY KOBLENTZ** is a Visiting Assistant Professor at the School of Foreign Service at Georgetown University. Prior to arriving at Georgetown, he was a National Security Fellow at the Olin Institute for Strategic Studies at Harvard University and a post-doctoral fellow with the MIT Security Studies Program. Previously, he was a Research Specialist with the Executive Session on Domestic Preparedness at the John F. Kennedy School of Government where he published studies on bioterrorism and homeland security. He has also worked for the Nuclear Non-Proliferation Project at the Carnegie Endowment for International Peace. His research focuses on the international security implications of biological weapons and the proliferation of nuclear weapons. He has taught courses at Georgetown and MIT on international relations theory, military security, terrorism, the proliferation of weapons of mass destruction, and biosecurity. His latest publication is "Pathogens as Weapons: The International Security Implications of Biological Warfare," *International Security*, Vol. 28, No. 3 (Winter 2003/04). He is also the co-author of *Tracking Nuclear Proliferation* (1998) and has published articles in *Nonproliferation Review*, *Arms Control Today*, and *Jane's Intelligence Review*.

**MARSHAL MICHEL** is a former Air Force officer who is working on his Ph.D. dissertation, "The Revolt of the Majors: How the Air Force Changed After Vietnam," a study of peacetime military innovation. Focusing on the time period 1973-1984, he is specifically examining the bubble up innovation that made realistic training a part of the American military and the conflict between the Defense Reform Movement and the Air Force over high technology weapons. Formerly an F-4 and F-15 pilot and the United States Air Attaché to Israel, he is the author of two books, *Clashes: Air Combat Over North Vietnam 1965-1972* and *The Eleven Days of Christmas: America's Last Vietnam Battle*. He is also a MIT Resident Scholar at Simmons Hall.

**DARYL PRESS** received his Ph.D. from the Massachusetts Institute of Technology. He is currently Associate Professor of Government at Dartmouth College. His research focuses on international security and U.S. foreign policy. Dr. Press has written on crisis decision making, the sources of credibility in international politics, the effects of technological change on the future conduct of war, the effects of war on the globalized economy, and U.S. foreign policy alternatives. Dr. Press has three ongoing research projects. One is on nuclear weapons: their effects on crisis dynamics during the Cold War, and the changing nuclear balance of power today. A second project examines the impact of selection effects in studies of deterrence and economic sanctions. A third project is on the effectiveness of various strategies of counterinsurgency. Professor Press held postdoctoral fellowships at the Olin Institute for Strategic Studies at Harvard University and the Center for International Security and Cooperation (CISAC) at Stanford. He is an Associate of the Olin Institute, a consultant at the RAND Corporation, and a member of the Council on Foreign Relations.

**LAURA REED**'s research and writing focuses on proliferation challenges, nuclear and biological weapons, and evolving security regimes. She is currently working on a book analyzing successful strategies to reduce the threat of weapons of mass destruction. In 2004-2005, she was a research fellow with the Belfer Center for Science and International Affairs managing the Atom Project at Harvard University. Prior to that, she taught international relations at Mount Holyoke College and served as assistant director of the Five College Program in Peace and World Security Studies (PAWSS), from 2001-2003. A phi beta kappa graduate of Harvard, she received her PhD from the Massachusetts Institute of Technology in 1995.

**SANFORD WEINER** is a policy analyst and has written about organizational change and innovation in both military and public health agencies. He is now studying incentives for risk assessment and implementation among agencies responsible for biosecurity, including the policymaking process for pandemic flu. He is also working with Harvey Sapolsky on a study of innovation in the Defense Department. He is the Course Director for the SSP summer Professional Courses on "Promoting Innovation: The Dynamics of Technology and Organizations," and "Combatting Bioterrorism/ Pandemics: Implementing Policies for Biosecurity."

**EMERITI**

**CARL KAYSEN** is David W. Skinner Professor of Political Economy Emeritus in the Program in Science, Technology, and Society and a Senior Lecturer at the MIT Center for International Studies. Dr. Kaysen earned his B.A. in Economics at the University of Pennsylvania, and his Ph.D. at Harvard University, where he was an economics professor from 1950-1966. From 1966 until 1976, when he came to MIT, he was Director of the Institute for Advanced Study at Princeton and from 1961-1963, he was the Deputy Special Assistant for National Security Affairs to President Kennedy. He has served as a consultant to RAND, the Defense Department, and the CIA. As chairman of the Committee on Security Studies of the American Academy of Arts and Sciences, Dr. Kaysen is currently engaged in a series of studies under the auspices of the Committee on the role of international law and international norms in providing peace and security.

**GEORGE W. RATHJENS** became Professor in the Department of Political Science after service with the Institute for Defense Analyses, the U.S. Arms Control and Disarmament Agency, the Advanced Research Projects Agency of the Department of Defense, the Office of the President's Science Advisor, and the Weapons Evaluation Group of the Department of Defense. He has also served in the Department of State. Dr. Rathjens received his B.S. from Yale University and completed his Ph.D. in chemistry at the University of California, Berkeley. He has been active in a number of associations, including the Council for a Livable World and the Federation of American Scientists, both of which he has been Chairman. He recently retired as Secretary-General of the Pugwash Conferences on Science and World Affairs. Dr. Rathjens' major policy interests are nuclear arms issues, environmental problems with special emphasis on conflict and the environment, and post-Cold War international security questions, including particularly problems of intervention in instances of ethnic and intrastate conflict.

**JACK RUINA** is Professor Emeritus of Electrical Engineering, MIT. Professor Ruina was an undergraduate at the City College of New York and did his graduate work at the Polytechnic Institute of Brooklyn, earning his MEE and DEE there. He has been granted the Outstanding Alumnus Award from both colleges. He taught at Brown University and the University of Illinois; at the latter, he also headed the Radar Division of the Control System Laboratory. While on leave from the University of Illinois, he served in several senior positions at the Department of Defense, the last being Director of the Advanced Research Projects Agency, and was honored with the Fleming Award for being one of ten outstanding young men in government in 1962. He served on many government committees, including a presidential appointment to the General Advisory Committee, 1969-1977, and acted as Senior Consultant to the White House Office of Science and Technology Policy, 1977-1980. He also held the post of President of the Institute for Defense Analyses. At MIT, he has held the position of Vice President for Special Laboratories and was Secretary of the MIT Faculty. Professor Ruina remains an honorary member of the Board of Trustees for The MITRE Corporation. He was instrumental in establishing the MIT Security Studies Program and was its first Director. Professor Ruina's special interest is in strategic weapons policy.



U.S. Navy photo by Mr. Damon Moritz

*The boss picks sides, just as we thought.*

## SEMINAR SERIES

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### SSP SEMINAR SERIES FALL 2005

This is the Program's Wednesday seminar series, providing a forum for discussing current security topics and the varying disciplinary perspectives on security studies. Summaries of this series are posted electronically at our website: <http://web.mit.edu/ssp/>

September 14, 2005

#### **The Past, Present and Future of Military Operations**

David Edelstein, Assistant Professor of  
Political Science  
Georgetown University

September 21, 2005

#### **Special Operations**

Richard Schultz, Professor  
The Fletcher School, Tufts University

September 28, 2005

#### **Europe and the Future of American Grand Strategy**

James McAllister, Associate Professor and  
Chair of Leadership Studies Program  
Williams College

October 6, 2005

#### **The European Security and Defense Policy: What it Probably Is and What It Certainly Is Not**

Jolyon Howorth, Professor of Political Science  
Yale University

October 12, 2005

#### **Civil Military Relations in the U.S. Today**

Richard Kohn, Professor of History  
University of North Carolina

October 19, 2005

#### **Japanese Defense Strategy for the 21st Century**

Yumi Hiwatari, Senior Advisor  
MIT Security Studies Program

October 26, 2005

#### **Beyond Goldwater-Nichols: Defense Reform for PPBS and Acquisition**

Clark Murdock, Senior Advisor  
Center for Strategic and International Studies

November 2, 2005

#### **Terrorism**

Jessica Stern, Lecturer in Public Policy  
Belfer Center, Kennedy School of Government  
Harvard University

November 9, 2005

#### **Where You Stand Depends on Where You Get Hit: U.S. and European Counter- terrorism Strategies**

Jeremy Shapiro, Director of Research  
Center on the U.S. and Europe

November 16, 2005

#### **Big Picture China-Reflections on Uncertainties Attendant to Emerging China**

David Finkelstein, Director, "Project Asia"  
Center for Naval Analysis and China Studies Center

November 30, 2005

#### **The Other Proliferation Problem: Conventional Weapons and Technologies**

Jo Husbands, Staff  
National Research Council

December 7, 2005

#### **Biotechnology and the Army's Force Operating Capabilities**

James Valdes, Scientific Advisor for Biotechnology  
U.S. Army Research  
Development and Engineering Command

December 14, 2005

#### **Pandemic Influenza: What are the Risks? Where are the Policies?**

Sanford Weiner, Research Affiliate  
MIT Security Studies Program

February 15, 2006

**Knowing the Enemy: Jihadist Ideology and the War on Terror**

Mary Habeck, Associate Professor of Int'l Relations  
Johns Hopkins University

April 12, 2006

**Power-Sharing or Partition? History's Lessons for Keeping the Peace in Bosnia**

Alan Kuperman, Assistant Professor  
University of Texas at Austin

February 22, 2006

**Democratization and the Politicization of U.S. Military Bases Abroad: Lessons from Spain and the Philippines**

Alexander Cooley, Assistant Professor of  
Political Science  
Barnard College

April 19, 2006

**War by Other Means: The Fate of Civilians in Times of War**

Benjamin Valentino, Assistant Professor  
of Government  
Dartmouth College

March 1, 2006

**Daydream Believers: The Bush Administration and Defense Policy**

Fred Kaplan, National Security Columnist  
SLATE

April 26, 2006

**Controlling the Proliferation of Nuclear Knowledge from the Former Soviet Union**

Sharon Weiner, Assistant Professor  
School of International Service  
American University

March 8, 2006

**Chinese Foreign Policy Debates: North Korea, Japan and the Peaceful Rise**

Bonnie Glaser, Senior Associate  
Center for Strategic and International Studies

May 3, 2006

**10 Days in Tehran – Nuclear Weapons, Policy and Theory**

James Walsh, Research Associate  
MIT Security Studies Program

March 15, 2006

**Dimensions of Army Transformation**

Thomas McNaugher, VP  
Army Research Division  
RAND Corporation

May 10, 2006

**Iraq and Beyond**

Andrew Krepinevich, Executive Director  
Center for Strategic and Budgetary Assessments

March 22, 2006

**Operation Anaconda: Lessons Learned**

Sean Naylor, Senior Writer  
*Army Times*

May 17, 2006

**Prophet Sharing: Strategic Interaction Between Muslim Clerics and Middle Eastern Regimes?**

Julie Taylor, Assistant Professor  
Department of Near Eastern Studies  
Princeton University

April 5, 2006

**The Civil-Military Politics of Strategic Assessment**

Risa Brooks, Assistant Professor of  
Political Science  
Northwestern University



## SEMINAR SERIES

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### SPECIAL SEMINARS

This series provides an opportunity for our visitors to explain trends in government policy or to raise new concepts in military practice.

September 12, 2005

#### **Opportunities and Obstacles to the Study of Terrorism**

Juan Cole, Professor of History  
University of Michigan

September 30, 2005

#### **An Introduction to China's People's Liberation Army [aka PLA Analysis 101]**

Kenneth Allen, Senior Analyst  
CNA Corporation's China Studies Center

November 15, 2005

#### **The Militarization of Space**

Lieutenant General Daniel Leaf, USAF  
Deputy Commander, U.S. Pacific Command

February 27, 2006

#### **South Korean Foreign Affairs**

Mr. Yoon  
Former South Korean Minister of Foreign Affairs

February 27, 2006

#### **The Role of U.S. Northern Command in Defense of the Homeland**

Colonel Joseph A. Bassani, USA  
Chief, Plans Division, NORTHCOM

March 16, 2006

#### **Kazakhstan's Security and Foreign Policy**

Didar Kassymova, Senior Lecturer  
Suleiman Demiral University, Kazakhstan  
(co-sponsored by Women in International Security)

May 2, 2006

#### **Israel, the Palestinians, and the U.S.: the Road Ahead**

Shai Feldman, Director  
Crown Center for Middle East Studies  
Brandeis University

May 4, 2006

#### **Strategic Information Operations: Listening and Talking to the Middle East**

Dr. Vincent Vitto, President and CEO  
Draper Laboratory

May 5, 2006

#### **Speed Kills? Reassessing the Role of Speed, Precision and Situation Awareness in the Fall of Saddam**

Stephen J. Biddle, Senior Fellow for Defense Policy  
Council on Foreign Relations

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Our Star Seminar Series offers the program the opportunity to hear from senior government officials, industry executives, and high ranking military officers in an informal setting.

**STAR  
SEMINARS**

October 7, 2005

**UK Military Structures in a Post 9/11 World**

Rear Admiral Anthony Dymock  
British Defense Attaché and  
Head, British Defense Staff

April 7, 2006

Informal Discussion with  
General Peter Schoomaker, USA  
Chief of Staff of the U.S. Army

November 29, 2005

**U.S. Army Materiel Command: Focused on  
the Warfighter**

General Benjamin S. Griffin, USA  
Commander, U.S. Army Materiel Command

April 28, 2006

Informal Discussion with  
Lieutenant General David H. Petraeus, USA  
Commanding General, U.S. Army Combined  
Arms Center

December 2, 2005

**Looking Ahead: An American Century or an  
American Decade?**

Dr. John J. Hamre, President and CEO  
The Center for Strategic and International Studies

May 8, 2006

**Global Air Mobility: Enabler of U.S.  
National Security**

Lieutenant General Christopher A. Kelly, USAF  
Vice Commander, Air Mobility Command  
Scott Air Force Base, III

February 21, 2006

**Change and Conflict: Adapting the Azimuth  
in the U.S. Army**

Major General David Fastabend, USA  
Deputy Director/Chief of Staff, Futures Center USA  
Training and Doctrine Command

March 20, 2006

**Lawfare: Target Selection and Rules of  
Engagement**

Brigadier General Charles Dunlap, USAF  
JAG Air Combat Command

April 4, 2006

**The Future of the Pacific**

Admiral William J. Fallon, USN  
Commander, U.S. Pacific Command



*But to where?*

## SEMINAR SERIES

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## BIOSECURITY SEMINARS

The Biosecurity Seminars bring together international security specialists with the life sciences research community to examine the potential threat and research policy implications of biological weapons and bioterrorism.

September 29, 2005

### **Marburg and Ebola: Viruses, Epidemics and Weapons?**

Jens Kuhn

New England Primate Research Center  
Harvard Medical School

and

Michael Callahan, Director  
Biodefense Program, Center for Integrative  
Medicine and Innovative Technology  
Massachusetts General Hospital

October 20, 2005

### **Biodefense Buildup: A Critique**

Richard Ebright, Professor  
Rutgers University

June 15, 2006

### **MIT Workshop on Pandemic Influenza: Science and Policy**

#### **Session 1: Policies for Pandemic Influenza**

##### *Speakers*

Laura Kelly, Public Health Associate  
National Intelligence Council, CIA

Sanford L. Weiner, Research Affiliate  
MIT Security Studies Program

##### *Discussant*

Barrett D. Slenning, Professor,  
Animal Biosecurity Risk Management Group  
North Carolina State University

November 17, 2005

### **NIH Biodefense Overview**

Dr. Michael Kurilla, Director  
Office of Biodefense Research Affairs  
National Institute of Allergy and Infectious Disease

December 8, 2005

### **Security Restraints on Biological Research: Where to Draw the Line?**

Dr. Stuart Levy, Professor, Molecular Biology  
Tufts Medical School

#### **Session 2: The Science of Pandemic Influenza**

##### *Speaker*

Peter Palese, Professor and Chair  
Department of Microbiology  
Mount Sinai Medical Center, New York

##### *Discussants*

Stephen C. Schoenbaum, Executive Vice President  
The Commonwealth Fund, and  
Lecturer on Ambulatory Care and Prevention  
Harvard Medical School

## SEMINAR SERIES

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Each year, SSP Faculty and Fellows give a series of talks and classes at two defense research facilities in Massachusetts: Draper Laboratory in Cambridge and MIT's Lincoln Laboratory in Lexington.

### DRAPER LAB TALKS

September 12, 2005

#### **What was al-Qaeda and What is it Now?**

Juan Cole, Professor of History  
University of Michigan

May 8, 2006

#### **Strike Warfare Trends in Naval Aviation**

Owen R. Coté, Associate Director  
MIT Security Studies Program

### LINCOLN LAB TALKS

March 3, 2006

#### **Restructuring the National Security Budget**

Cindy Williams, Principal Research Scientist  
MIT Security Studies Program

April 21, 2006

#### **Knowing the Enemy: Jihadist Ideology and the War on Terror**

Mary Habeck, Associate Professor of  
Strategic Studies  
Johns Hopkins University

May 12, 2006

#### **China's Rising Power and International Conflict: Three Perspectives**

Taylor Fravel, Assistant Professor  
MIT Security Studies Program

## SPECIAL EVENTS

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Each year the MIT Security Studies Program honors the memory of General Jimmy Doolittle, aviation pioneer, Second World War hero, airpower advocate, and MIT graduate (SM '24 and Ph.D. '25) with a dinner devoted to a related topic.

**GENERAL  
JAMES H.  
DOOLITTLE  
AWARD  
LECTURE**

April 13, 2006

MIT Faculty Club

### **U.S. Advances in Airpower**

General T. Michael Moseley, USAF

Chief of Staff, U.S. Air Force



*The Doolittle Raid survivors' 2006 reunion.*

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An opportunity to bring together program alumni and military fellows, past and present, for an evening of reminiscing.

**ALUMNI  
DINNER**

November 19, 2005

### **SSP Alumni Dinner**

The Ritz Carlton

Arlington, VA

## FIELD TRIP

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March 27-30, 2006

### Fort Bragg, North Carolina

A group of SSP professors and graduate students visited Fort Bragg, in lovely Fayetteville, N.C.. Led by SSP Army fellow Lt. Col. Chris Conner, the group met with representatives from the 82nd airborne division, the 3rd Special Forces group, and the XVIII Airborne Corps. They had a series of briefings on the nature and mission of the 82nd airborne and 3rd SFG, as well as extended discussion of recent operations in Iraq, Afghanistan, and New Orleans.

The group is pleased to report that our nation's secrets are safe with the 3rd SFG, and that recent complaints about the U.S. military's

inability to run information operations have been greatly exaggerated. The highlight of the trip was undoubtedly the briefing by Lieutenant General Vines and the staff of the XVIII Corps. Recently returned from command of coalition land forces in Iraq, Lieutenant General Vines gave a clear and frank presentation of the situation on the ground in the IZ, followed by a stimulating question and answer period. Following the briefings, the group visited the Airborne and Special Operations Museum, where the storied history of the division was laid out in its full glory, complete with an amusement park style ride.



*Go Airborne!*



*F-16s stacked.*



# PUBLICATIONS

## BREAKTHROUGHS

VOL. XV, NO. 1 SPRING 2006

Benjamin H. Friedman and Harvey M. Sapolsky, “You Never Know(ism)”

Caitlin Talmadge, “Transforming the Pentagon: McNamara, Rumsfeld and the Politics of Change”

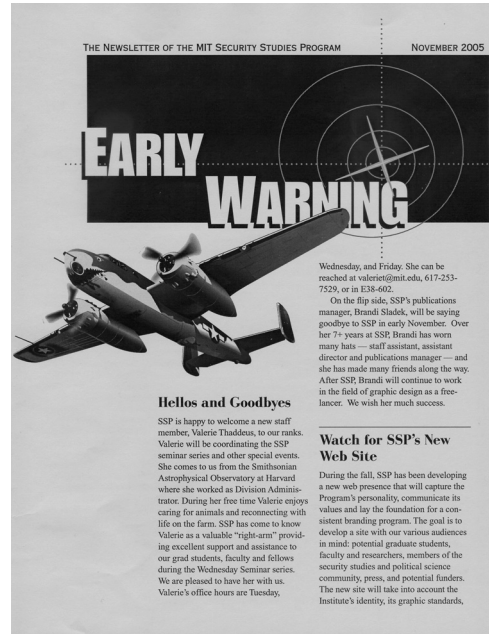
Yumi Hiwatari, “Recreating Japan’s National Defense Strategy”

Joel J. Sokolsky, “Walking the Line: Canada-U.S. Security Relations and the Global War on Terrorism”

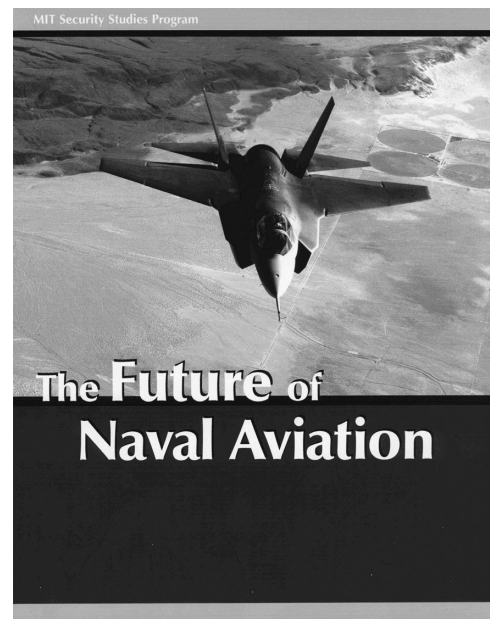
<b>BREAKTHROUGHS</b>	
SPRING 2006	VOL. XV, NO. 1
 <b>You Never Know(ism)</b> <i>Benjamin H. Friedman and Harvey M. Sapolsky</i>	<b>3</b>
 <b>Transforming the Pentagon: McNamara, Rumsfeld and the Politics of Change</b> <i>Caitlin Talmadge</i>	<b>12</b>
 <b>Recreating Japan's National Defense Strategy</b> <i>Yumi Hiwatari</i>	<b>21</b>
 <b>Walking the Line: Canada-U.S. Security Relations and the Global War on Terrorism</b> <i>Joel J. Sokolsky</i>	<b>29</b>
<b>Also in this issue:</b> Op-Ed by John Shephard Jr. and Harvey M. Sapolsky; SSP Recent Publications	<b>43</b>
 <b>MITSSP</b> Security Studies Program Massachusetts Institute of Technology	

## EARLY WARNING

SSP Newsletter, produced four times per year.

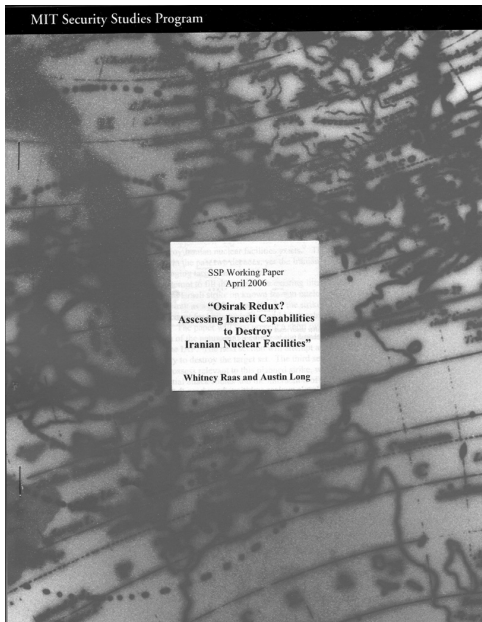


## CONFERENCE REPORT



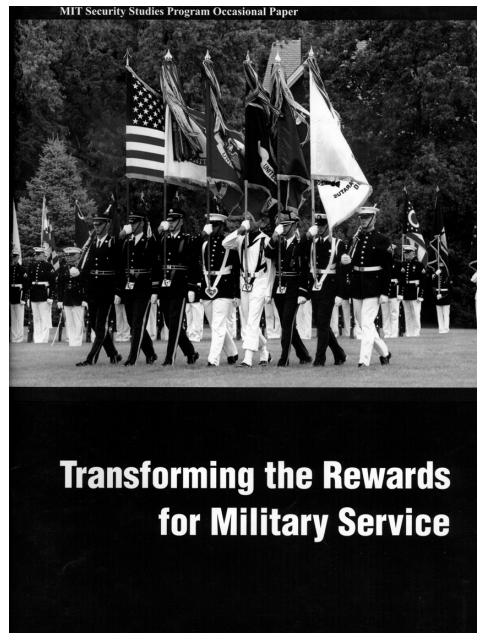
## WORKING PAPER

Whitney Raas and Austin Long, “Osirak Redux? Assessing Israeli Capabilities to Destroy Iranian Nuclear Facilities,” April 2006.



## OCCASIONAL PAPER

Report on the transformation of the U.S. military personnel system.



## PUBLICATIONS

### FACULTY AND AFFILIATE PUBLICATIONS

- Nichole Argo, "Human Bombs: Rethinking Religion and Terror," MIT Center for International Studies *Audit of the Conventional Wisdom*, April 2006.
- Robert Art, with Louise Richardson, "Introduction," and "Conclusions," in Robert J. Art and Louise Richardson, *Democracy and Counterterrorism: Lessons from the Past* (Washington, D.C.: United States Institute of Peace Press, 2006).
- Robert Art, "The United States, the Balance of Power, and World War II: Was Spykman Right?" *Security Studies*, December 2005.
- Robert Buderer/Gregory T. Huang, *Guanxi (The Art of Relationships): Microsoft, China, and Bill Gate's Plan to Win the Road Ahead* (Simon & Schuster, May 2006).
- Owen Coté, "The Future of Naval Aviation," *SSP Conference Report*, February 2006.
- Vanda Felbab-Brown, "Afghanistan: When Counternarcotics Undermine Counterterrorism," *The Washington Quarterly*, Fall 2005.
- Vanda Felbab-Brown, "Asia's role in the illicit trade of wildlife," *Boston Globe*, March 20, 2006. Reprinted by the *International Herald Tribune*, March 24, 2006, with the title "Endangering Species: Poppies to Songbirds."
- Vanda Felbab-Brown, "Hasty Poppy Eradication in Afghanistan Can Sow More Problems," op-ed, *Christian Science Monitor*, March 23, 2006.
- Vanda Felbab-Brown, "A Better Strategy Against Narcoterrorism," MIT Center for International Studies *Audit of the Conventional Wisdom*, 06-02, January 2006.
- Vanda Felbab-Brown, "The Coca Connection: Conflict and Drugs in Colombia and Peru," *Journal of Conflict Studies*, Vol. XXV, No. 2, Winter 2005.
- M. Taylor Fravel, "U.S.-China Relations and China's New Diplomacy," *Working Paper Series* No. 18, Rohatyn Center for International Affairs, 2005.
- M. Taylor Fravel, "The Evolution of China's Military Strategy," in David Finkelstein and James C. Mulvenon, eds., *China's Revolution in Doctrinal Affairs* (Alexandria: Center for Naval Analysis, 2005).
- M. Taylor Fravel, "Regime Insecurity and International Cooperation: Explaining China's Compromises in Territorial Disputes," *International Security*, Fall 2005.
- Benjamin H. Friedman, "The Hidden Cost of Homeland Defense," *CIS Audit of Conventional Wisdom*, November 2005.
- Benjamin H. Friedman, "The War on Hype: Risk to the U.S. of Withering Terrorist Hit is Overblown." op-ed, *San Francisco Chronicle*, February 19, 2006. A longer version of this article, "The Hidden Cost of Homeland Defense," was published in November 2005 by the Center for International Studies in their *Audit of the Conventional Wisdom* series. That article was also featured on [alternet.org](http://alternet.org).

Benjamin H. Friedman and Catilin Talmadge, "Pentagon should put money where its mouth is," op-ed, *Baltimore Sun*, February 10, 2006.

Eugene Gholz and Peter Dombrowski, *Buying Military Transformation: Technological Innovation and the Defense Industry*, August 2006.

Michael Glosny, "Heading toward a Win-Win Future? Recent Developments in China's Policy toward Southeast Asia," *Asian Security*, Vol. 2, No. 1, 2006, pp. 24-57.

Jeanne Guilliemin, "Biological Weapons and Secrecy," *Federation of American Societies for Experimental Biology Journal*, November 2005.

Roger Petersen and Paul Staniland, "Diversify Iraqi Security Forces," op-ed, *Christian Science Monitor*, March 7, 2006.

Barry R. Posen, "We Can Live With a Nuclear Iran," op-ed., *New York Times*, February 27, 2006. Reprinted in the *International Herald Tribune*, February 28, 2006. And in the MIT Center for International Studies *Audit of the Conventional Wisdom*, March 2006.

Barry R. Posen, "Exit Strategy: How to Disengage from Iraq in 18 Months," *Boston Review*, January/February 2006.

Barry R. Posen, "Fighting Blind in Iraq," op-ed, *New York Times*, June 7, 2005. Reprinted in the *International Herald Tribune*, June 8, 2005, with the title "The struggle to win the intelligence war."

Whitney Raas and Austin Long, "Osirak Redux? Assessing Israeli Capabilities to Destroy Iranian Nuclear Facilities," April 2006, *SSP Working Paper*.

Robert Ross, "Taiwan's Fading Independence Movement," *Foreign Affairs*, vol 85., no. 1 (March-April 2006).

Robert Ross, co-editor (with William Kirby and Gong Li) "Normalization of U.S.-China Relations: An International History" (Cambridge, MA: Asia Center, Harvard University, 2005).

Joshua Rovner, "Why Intelligence Isn't to Blame for 9/11," MIT Center for International Studies *Audit of the Conventional Wisdom*, November 2005.

Richard J. Samuels, "Give and Take: The Outlook for US-Japan Defense Industrial Cooperation," *Armed Forces Journal*, February 2006.

Richard J. Samuels, ed., *Encyclopedia of U.S. National Security*. (2 vols.) Beverly Hills: Sage Publications, December 2005.

Harvey M. Sapolsky and Benjamin H. Friedman, "You Never Know(ism)," *Breakthroughs*, Vol. XV, No. 1 (Spring 2006).

Harvey M. Sapolsky and John Shephard, Jr, "Five Shipyards Too Many," *Washington Post*, November 8, 2005. Reprinted in the November 13, 2005 edition of the *Newport News Outlook*.

Harvey M. Sapolsky, "A Nuisance Neighbor," *National Post* (July 7, 2005).

Michael Schrage, "Use Every Weapon in the Arsenal: Good Press is a Legitimate Weapon," *The Washington Post*, January 15, 2006.

Michael Schrage, "How and why giveaways are changing the rules of business," op-ed, *Financial Times*, February 7, 2006.

Paul Staniland, "For a More Secure Iraq, Wall-Off Syria," *Los Angeles Times*, December 26, 2005.

Paul Staniland, “Defeating Transnational Insurgencies,” *The Washington Quarterly*, Winter 2005-06.

Caitlin Talmadge, “Don’t Count on Merkel to Defrost U.S.-German Relations,” *European Voice*, Sept. 1, 2005.

Jim Walsh, “Learning from Past Success: The NPT and the Future of Nonproliferation,” (Oslo: Weapons of Mass Destruction Commission, 2006).

Cindy Williams, “Paying Tomorrow’s Military,” *Regulation*, Summer 2006.

Cindy Williams, “Weighing the Cost of Today’s Defense Strategy,” op-ed, *New York Times*, March 21, 2006.

Cindy Williams, “Beyond Preemption and Preventive War: Increasing U.S. Budget Emphasis on Conflict Prevention,” *Policy Analysis Brief*, The Stanley Foundation, February 2006.

Cindy Williams, “Transforming the Rewards for Military Service,” September 2005, *SSP Occasional Paper*.

Cindy Williams, “Filling the Army’s Ranks for the Iraq War,” MIT Center for International Studies *Audit of the Conventional Wisdom*, July 2005.



U.S. Navy photo by Paul Farley

*High speed ferries join the fight.*

## SSP TEACHING

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**O**ur Program's courses — what MIT prefers to call subjects — are open to all students eligible to attend classes at MIT, including cross-enrollers from Harvard and Wellesley. Most of the subjects are offered at the graduate level and through the Political Science Department.

Political Science doctoral candidates may use Security Studies as one of their fields of concentration. Within that context, Security Studies has two principal objectives: first, it introduces the student to the study of American defense policy, including the policy process, arms control, force structure, and military budgets. Second, it introduces the student to the study of the role of force in international politics and examines how countries have historically pursued their security interests. Students are expected to develop some competence in the methods of systems analysis, technology assessment, and strategic reasoning that shape the size and composition of U.S. strategic nuclear and general-purpose forces. The international military competition, the prospects for arms control and their implications for U.S. force planning receive special consideration in several subjects. Others examine some of the same issues by contrasting U.S. experiences and approaches with those of rivals and allies.

Students who plan to offer Security Studies for the general examination take two graduate-level subjects from those listed in the Forces and Force Analysis section, and one subject each from the listing in the Defense Politics and in the Comparative Defense Policy sections. Competence in technical analysis is required. A background in economics to intermediate level

with particular emphasis on macroeconomics and public finance is advisable. The subjects in the Forces and Force Analysis section will provide sufficient review of the technical approaches to be examined. (Check with the Program for a current list of subjects, as the offerings can change each year.)

The write-off requirement is three subjects with equal distribution among the three sections preferred, although approval for alternative distributions may be granted in consultation with field faculty. A number of substantive fields in the Political Science Department deal with important determinants of U.S. defense programs and expenditures. Among the most closely related are: American Politics, International Relations and Foreign Policy. Students of defense policy are also encouraged to take subjects in economics.

## COURSES

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### FORCE AND FORCE ANALYSIS

#### 17.40 **American Foreign Policy: Past, Present, and Future** Van Evera [U]

This subject's mission is to explain and evaluate America's past and present foreign policies. What accounts for America's past wars and interventions? What were the consequences of American policies? Overall, were these consequences positive or negative for the U.S.? For the world? Using today's 20/20 hindsight, can we now identify policies that would have produced better results? History covered includes World Wars I and II, the Korean and Indochina wars, and the Cuban Missile Crisis. Recent and contemporary crises and issues are also covered.

#### 17.482 **U.S. Military Power** Posen [G]

Examines the evolving roles and missions of U.S. General Purpose Forces within the context of modern technological capabilities and Grand Strategy, which is a conceptual system of interconnected political and military means and ends. Topics include U.S. Grand Strategies; the organization of the U.S. Military; the defense budget; and the capabilities and limitations of naval, air, and ground forces. Also examines the utility of these forces for power projections and the problems of escalation. Analyzes military history and simple models of warfare to explore how variations in technology and battlefield conditions can drastically alter effectiveness of conventional forces.

#### 17.950 **Understanding Military Operations** Coté [G]

This seminar will break apart current and possible future sea, air, space, and land battlefields into their constituent parts and look at the interaction in each of those warfare areas between existing military doctrine and current and projected technological trends in weapons, sensors, communications, and information processing. It will specifically seek to explore how technological development, innovation and/or stagnation are influenced in each warfare area by military doctrine.

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17.407/8 **Chinese Foreign Policy**

Fravel [U/G]

This course reviews and analyzes the foreign policy of the People's Republic of China from 1949 to the present. Discussion of Cold War history of Beijing's relations with the Soviet Union, the United States, Southeast Asia, and the Third World. Various theories of foreign policy are discussed as potential tools for understanding Chinese foreign policy behavior. Discussion of the future of Chinese foreign policy in light of the end of the Cold War, changes in the Chinese economy, and the post-Tiananmen legitimacy crisis in Beijing. Graduate students are expected to explore the subject in greater depth through reading and individual research.

17.42 **Causes and Prevention of War**

Van Evera [U]

Causes of war are examined with a focus on practical measures to prevent and control war. Topics covered include: causes and consequences of national misperception; military strategy and policy as a cause of war; U.S. foreign policy as a cause of war and peace; and the likelihood and possible nature of another world war. Historical cases are examined, including World War I, World War II, Korea, and Indochina.

17.433 **International Relations of East Asia**

Fravel [U]

Examines the sources of conflict and cooperation in the international relations of East Asia since 1945. Topics covered include the origins of the Cold War in the region, the Korean War, the Vietnam War, the China-Soviet split, the strategic triangle, the sources of regional order and China's rise in the 1990s. Contemporary issues including U.S.-China relations, the Taiwan conflict, North Korea's nuclear weapons program and terrorism will also be explored. Graduate students are expected to complete additional assignments.

17.462 **Innovation in Military Organizations**

Posen and Sapolsky [G]

Explores the origins, rate, and impact of innovations in military organizations, doctrine and weapons. Emphasis on organization theory approaches. Comparisons with non-military and non-U.S. experience included.

17.484 **Comparative Grand Strategy and Military Doctrine**

Posen [G]

A comparative study of the grand strategies and military doctrine of the great powers in Europe (Britain, France, Germany, and Russia) from the late 19th to the mid-20th century. Examines strategic developments in the years preceding and during World Wars I and II. What factors have exerted the greatest influence on national strategies? How may the quality of a grand strategy be judged? Exploration of comparative case study methodology also plays a central role. What consequences seem to follow from grand strategies of different types?



**COMPARATIVE  
DEFENSE  
POLICY**

17.486 **Japan and East Asian Security**  
Samuels [G]  
Explores Japan's role in world orders, past, present and future. Focuses on Japanese conceptions of security; rearmament debates; the relationship of domestic politics to foreign policy; the impact of Japanese technological and economic transformation at home and abroad; alternative trade and security regimes; and relations with Asian neighbors, Russia, and the alliance with the United States. Seminar culminates in a two-day Japanese-centered crisis simulation, based upon scenarios developed by students.

17.537 **Politics and Policy in Contemporary Japan** Samuels [U]  
Analyzes contemporary Japanese politics, focusing primarily upon the post-World War II period. Includes examination of the dominant approaches to Japanese politics and society, the structure of the party system, the role of political opposition, the policy process, foreign affairs, and interest groups. Attention to defense, foreign, industrial, social, energy, technology policy processes. Graduate students are expected to pursue the subject in greater depth through reading and class presentations. Assignments differ.

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**INTERNATIONAL-  
RELATED**

17.418 **Field Seminar in International Relations** Fravel [G]  
Provides an overview of the field of international relations. Each week a different approach to explaining international relations is examined. Major concepts and theories in the field are surveyed and assistance is given in the preparing for further study in the department's more specialized graduate offerings in international relations.

17.432 **Causes of War: Theory and Method**  
Van Evera [G]  
Examines the causes of war. Major theories of war are examined; case-study and large-n methods of testing theories of war are discussed; and the case-study method is applied to several historical cases. Cases covered include World Wars I and II.

17.436 **Territorial Conflict** Fravel [G]  
While scholars have recognized that territory has been one of the most frequent issues over which states go to war, territorial conflicts have only recently become the subject of systematic study. This course will examine why territorial conflicts arise in the first place, why some of these conflicts escalate to high levels of violence and why other territorial disputes reach settlement, thereby reducing a likely source of violence between states. Readings in the course draw upon political geography and history as well as qualitative and quantitative approaches to political science.

**17.428 American Foreign Policy:**

**Theory and Method** Van Evera [G]

Examines the causes and consequences of American foreign policy since 1898. Readings cover theories of American foreign policy, historiography of American foreign policy, central historical episodes including the two World Wars and the Cold War, case study methodology, and historical investigative methods.

**17.460 Defense Politics** Sapolsky [G]

Examines the politics affecting U.S. defense policies. Includes consideration of intra- and inter-service rivalries, civil-military relations, contractor influences, congressional oversight, peace movements in historical and contemporary perspectives.

**17.953 U.S. Military Budget and Force Planning** Williams [G]

This course is for students who want to know how the dollars we spend on national security relate to military forces, systems, and policy choices, and who wish to develop a personal tool kit for framing and assessing defense policy alternatives. The course aims to familiarize students with budgetary concepts and processes; to examine relationships among strategy, forces, and budgets; to explore tradeoffs among the main categories of defense spending; and to develop frameworks for identifying the costs of new military policies.



*MG Robert Durbin, former SSP Army Fellow, working out problems in Afghanistan.*



Photo courtesy of U.S. Army/Petty Officer 2nd Class Katrina Belder

*4th Infantry Division soldiers patrol the Euphrates River.*

**17.466 Organizational Theory and the Military** Sapolsky [G]

A joint seminar which elaborates upon classical organizational concepts and methods to better understand modern military organizations and to develop new theory. It reviews organizational theory of the 1950s and 1960s and examines its applicability to the modern military. Among the topics covered are: recruitment, socialization and retention of personnel, unit cohesion, the effect of stress on performance, innovation and experiments, civil-military relations, the function of traditions, professionalism, federal-state relations, interservice relations, and the civilianization of the military.

**17.468 Foundations of Security Studies** Posen [G]

Aims to develop a working knowledge of the theories and conceptual frameworks that form the intellectual basis of security studies as an academic discipline. Particular emphasis on balance of power theory, organization theory, civil-military relations, and the relationship between war and politics. The reading list includes Jervis, Schelling, Waltz, Blainey, von Clausewitz, and Huntington. Students write a seminar paper in which theoretical insights are systematically applied to a current security issue.

**17.908 Intelligence and National Security** R. Vickers [U]

Examine the origins, structure and functions of the U.S. Intelligence Community and its relationship to national security policy. It will also discuss some of the major controversies concerning intelligence in the wake of 9/11 and Iraq, including its successes and failures, interaction with policymakers, and the need for reform.

**17.951 Intelligence: Practices, Problems and Prospects** Posen, Sapolsky, and Vickers [G]

This seminar provides an overview of the U.S. Intelligence Community, including its current organization, functions and interaction with national security policymakers. It focuses on key issues and concerns about its future structure and mission in a democratic society.

**17.952 Great Power Military Intervention** Posen [G]

This seminar examines, systematically and comparatively, great and middle power military interventions into civil wars during the 1990s. The interventions to be examined are the 1991 effort to protect the Kurds in N. Iraq; the 1993 effort to ameliorate famine in Somalia; the 1994 effort to restore the Aristide government in Haiti; the 1995 effort to end the conflict in Bosnia Herzegovina; and the 1999 NATO war to end Serbia's control of Kosovo. By way of comparison, the weak efforts made to slow or stop the 1994 genocide in Rwanda will also be examined.

## PROFESSIONAL EDUCATION

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**T**he MIT Security Studies Program has developed a growing interest in professional education as a way to stimulate discussion of international security problems and policy alternatives. Our initial activities have been through the MIT Professional Institute, but we are now exploring web-based and traveling courses as a way to reach a larger audience. We also offer an Independent Activities Period (IAP) course taught by officers from the Armed Forces Staff College, the National Defense University, the Kennedy School of Government and the MIT Security Studies Program.

### PROFESSIONAL INSTITUTE COURSES

#### 17.50s **Promoting Innovation: The Dynamics of Technology and Organizations**

Both public and private organizations are concerned about keeping pace with a fast-changing environment. This usually requires a constant effort to be innovative. Yet, attempts to innovate are usually disruptive, cause internal dissension, and often fail. This course, taught by MIT experts and affiliates, explores organizational strategies that can sustain significant innovation. The focus is on environmental and internal incentives for change. Comparisons between public and private experience and successful and failed innovations are examined.

#### 17.60s **Combating Bioterrorism/Pandemics: Implementing Policies for Biosecurity**

The threats of bioterrorism and global pandemics pose new challenges for public health, law enforcement and national security agencies. All these agencies face new biosecurity priorities, including learning to collaborate with each other. Yet agencies have deeply embedded professional norms and organizational cultures that resist change. The MIT Security Studies Program affiliates and other experts in public health and law enforcement explore the obstacles to implementation, and strategies to overcome them.



**MIT**  
SUMMER  
SESSION

### **Intelligence, Iraq and the War on Terrorism**

SSP Senior Researcher and member of the CIA's Senior Executive Service, Robert Vickers led a discussion on the Rove-Plame controversy. Issues addressed: rendition, torture and secret prisons; NSA domestic surveillance.

### **Battling the Hydra**

Col. George Bristol, the Commandant of the US Marine Corps Fellow at SSP, taught this one day course which detailed the year 2004 in a combat zone of the 1st Marine Division. Topics covered included organization for combat, intelligence architecture and collection, tactical success and failure, insurgency analysis, effects-based targeting, and combined operations with Iraqi Security Forces.

### **U.S. Special Operations Forces Roles and Missions**

LTC. Christopher Conner, SSP's U.S. Army Senior Service College Fellow led this one-day course examining the use of the U.S. Special Operations Forces and their prominent role in the response to the 9-11 attacks and in Operation Iraqi Freedom. The class was designed to familiarize students with the actual charter of these unconventional warriors as well as to dispel some myth, rumor and innuendo.

### **The Art and Science of Dogfighting 1915-1983: A 'How-To' Course**

SSP Research Affiliate Marshall Michel taught this five-session course, covering fighter vs. fighter combat in World Wars I and II, Korea, Vietnam, and the Middle East. The course focused on theories of the art: why 80% of the kills are scored by 20% of the pilots, and what makes one of these pilots, and the science of such things as energy maneuverability, specific maneuvers and the impact of individual aircraft characteristics.

## SSP-AFFILIATED GRADUATE STUDENTS

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### SSP-AFFILIATED DEGREE RECIPIENTS

**Benjamin M. Brooks**, SM, Political Science

“The Weight of an Assassin’s Mace: Vulnerabilities in the U.S. Military’s Satellite Communications and China’s Information Warfare Threat”

**Lonn A. Waters**, SM, Political Science

“Secrecy, Deception and Intelligence Failure: Explaining Operational Surprise in War”

**Jessica Karnis**, SM, Political Science

“Examining the Influence of Civilian Casualties on Insurgent Attacks in Iraq”



*Vanda in Vanderland.*

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<b>Boaz Atzili</b>	Hebrew University (BA, Int'l Relations)	<b>Richard Kraus</b>	U. Chicago (BA, Political Science)
<b>Marc DeVore</b>	Claremont McKenna College (BA, Int'l Relations and Economics) Institut D'Études Politiques (MA, Political Science)	<b>Evan Liaras</b>	Harvard University (BA, History)
<b>Vanda Felbab-Brown</b>	Harvard University (AB, Government)	<b>Jon Lindsay</b>	Stanford University (BS, Symbolic Systems) Stanford University (MS, Computer Science)
<b>Ben Friedman</b>	Dartmouth College (BA, Government)	<b>Austin Long</b>	Georgia Institute of Technology (BS, Politics)
<b>Andrea Gabbitas</b>	University of Chicago (BA, Political Science)	<b>William Norris</b>	Princeton University (BA, Politics)
<b>Michael Glosny</b>	Cornell University (BA, History/Government)	<b>Joshua Rovner</b>	Boston College (MA, Political Science) U. Calif-San Diego (BA, Political Science)
<b>Brendan Green</b>	University of Chicago (BA, Political Science)	<b>Paul Staniland</b>	University of Chicago (BA, Political Science)
<b>Colin Jackson</b>	Univ. of Pennsylvania (MBA, Finance) Johns Hopkins/SAIS (MA, Int'l Economics) Princeton University (BA, Political Science)	<b>Todd Stiefler</b>	Williams College (BA, Political Science/ Economics)
<b>Michal Ben-Josef Hirsch</b>	Tel Aviv University (BA, Political Science)	<b>Caitlin Talmadge</b>	Harvard University (BA, Government)
		<b>Chikako Ueki</b>	Sophia University (BA, Int'l Relations/ French)

**Ph.D.  
CANDIDATES  
POST-GENERALS**

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<b>Nicole Argo</b>	Stanford University (MA, Int'l Policy Studies) (BA, Int'l Conflict Studies)	<b>Peter Krause</b>	Williams College (BA, Political Science/ History)
<b>Keren Fraiman</b>	University of Chicago (BA, Political Science and Near East Languages and Civilizations)	<b>Gautam Mukunda</b>	Harvard University (AB, Government)
<b>Kelly Grieco</b>	Dartmouth College (BA, Government)	<b>Whitney Raas</b>	U. Calif-Los Angeles (BS, Physics)
<b>Stephanie Kaplan</b>	Georgetown University (BS, Int'l Politics)	<b>Andrew Radin</b>	University of Chicago (BA, Political Science)

**PRE-GENERALS  
or MASTERS  
STUDENTS**



## INTERNATIONAL VISITING STUDENTS

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### FRENCH CADETS

SSP has created a tradition of hosting two cadets from the French Military Academy at Saint-Cyr, Coetquidan. The Program provides general supervision while the cadets fulfill their 5th semester at the academy, a semester devoted to foreign study. The students are the equivalent of U.S. Masters students. The one-semester visits of French cadets reflect our interest in building a stronger relationship and understanding of the French military. We seek to strengthen the comparative aspect of our own program to enhance opportunities for our

students. In addition to the cadets' visits, we hope to host senior French military officers and professors to speak with our students and faculty on French security policy. Such visits help us gain insights into operational aspects of the French military and French training of officers, long an issue in French society.



*Cadets Floriane Antégnard and Cédric Pascal  
with SSP Associate Director Owen Coté*

## SSP DIRECTORY

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### FACULTY

**HARVEY M. SAPOLSKY**  
*Professor of Public Policy and Organization*  
*Director of the MIT Security Studies Program*

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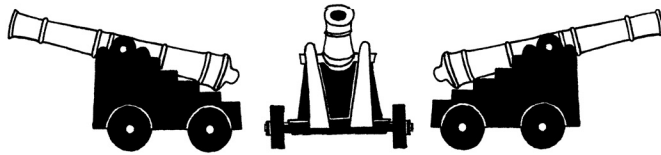
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