

To Apply

Reproduce the application form on the reverse side of this brochure on your computer and send it to:

Professor Richard K. Betts

Saltzman Institute of War and Peace Studies
Mail Code 3347
Columbia University
420 West 118 St.
New York, NY 10027-7213

Send electronic submissions only in case of absolute emergency. Applicants must also arrange to have a letter of recommendation sent to Professor Betts, to arrive by the same date:

March 2, 2009.

Send inquiries to:
swamos-info@columbia.edu
or visit our website at:

<http://www.columbia.edu/cu/iwps/swamos.htm>

The Workshop is funded by a private foundation and is a program of Columbia University's Saltzman Institute of War and Peace Studies, not Cornell University. The Workshop assumes exclusive responsibility for all aspects of program content, scheduling, and procedures.



COLUMBIA
UNIVERSITY

SALTZMAN INSTITUTE
OF WAR AND PEACE STUDIES

SWAMOS 2009

The Thirteenth

SUMMER WORKSHOP ON ANALYSIS OF MILITARY OPERATIONS AND STRATEGY

Sponsored by

**Columbia University's
Saltzman Institute
of
War and Peace Studies**



July 5 – 24, 2009

at

Cornell University
Ithaca, New York

EVALUATIONS FROM PREVIOUS PARTICIPANTES:

"Downright fantastic"

"... high learning curve, excellent instruction."

"Best academic environment I've been in..."

"The size of the groups was ideal. There were enough people for discussions and there were also plenty of opportunities to talk in class, but also out of class, with the faculty and visitors."

"SWAMOS was simply the best academic experience I have had as a graduate student."

"This seminar taught me in three weeks what a semester worth of courses has in the past."

"I've read things I would not otherwise... and I'm glad I did."

"The program was amazing... [it] opened new horizons for me in terms of research topics and career opportunities."

"Scheduling and pace: perfect. By the end of the afternoon sessions, my brain generally hit overload, so it was nice to have afternoon time to ourselves... and to get to know each other well."

"The workshop was in general a smashing success. The opportunity to be exposed to issues of military analysis is truly unique in the scholarly world. The informal discussions in between classes and at night were some of the most useful and intellectually challenging times of the conference."

"... an extremely valuable experience (both socially and intellectually) not just in terms of nuts and bolts, but in thinking more broadly about why [to] study this subject."

"I would have paid money to attend the workshop."

"SWAMOS... provides comprehensive learning in theory, analysis, and practice for a highly talented group of participants."

"... a once in a lifetime experience."

"I cannot imagine learning more about this subject in such a relatively short time."

"The speakers were all good; the dinners with them were an excellent opportunity to discuss professional development with people in a variety of situations."

"SWAMOS far exceeded my expectations."

"For years I've heard past participants rave that SWAMOS was an unparalleled experience -- yet these three weeks still managed to exceed my expectations"

"Anyone who thinks this field is no longer important should come for just one day to SWAMOS."

Purpose

SWAMOS familiarizes the next generation of scholars with military policy issues by providing a grasp of terms of reference, techniques of analysis, and illustrative cases. The workshop also aims to foster a network of academics with competence to evaluate military policy choices, support policy-relevant academic research and teaching on strategy, and maintain expertise and resources for informed judgment on military issues within the civilian community.

Among the topics considered in both historical and contemporary perspective, are:

- Utility and limitations of force as an instrument for achieving political objectives
- Conventional land and air warfare
- Approaches to evaluating tactics, operational plans, and strategies
- Unconventional warfare
- Defense budgeting and program evaluation
- Methodological issues and debates about assessment of military effectiveness.

20 competitively selected participants meet in morning plenary sessions for lectures and discussions. The group divides into smaller seminar groups for some of the afternoon sessions.

Instructors

The instructors combine experience in academic analysis, the Washington D.C. policy milieu, and the military profession. Directing faculty are Professors Richard Betts (Columbia), Barry Posen (MIT) and Stephen Biddle (Council on Foreign Relations).

In addition to the directing faculty, visiting lecturers who have come to previous workshops for several days at a time have included: Stephen Rosen (Harvard), Colonels Van Belanger, Stephen Kidder, John Nagl, and Kevin Weddle (U.S. Army), Tami Davis Biddle (Army War College), Martha Crenshaw (Wesleyan), Peter Feaver (Duke), Michael Handel (Naval War College), Wade Hinkle (IDA), Jane Holl (Carnegie Commission),



Biddle

Capt. Wayne Hughes (Naval Postgraduate School), Andrew Krepinevich (CSBA), Richard Kugler (RAND), Ben Lambeth (RAND), Susan Marquis (Department of the Navy), Karl Mueller (RAND), Gen. William Nash (Kennedy School of Government), Robert Pape (Chicago), Audrey Kurth Cronin (CRS), Mark Cancian (Department of Defense), Mary Habeck, (SAIS), Daniel Byman (Georgetown), Michael O'Hanlon (Brookings), Kenneth Pollack (CFR), Alex Roland (Duke), Capt. Peter Swartz (CNAC), Barry Watts (Northrop Grumman Analysis Center), Cindy Williams (MIT), and Owen Coté (MIT).



Posen

Eligibility

Applicants should be *junior faculty* or *advanced graduate* students with some general background in security studies (such as international relations courses) but who have not developed special expertise in military matters.

Intent to make a career in strategic studies is NOT a requirement, but willingness to offer courses that include the subject is desired.

Participants will receive a stipend of \$1,000-\$2,000, depending on professional level, travel and living expenses, and are housed and fed on the Cornell campus.

Successful applicants must prepare with advance reading and devote their full time to the workshop during its three-week term.

Past participants have been junior faculty and graduate students from Brandeis, Cambridge (UK), CIDE (Mexico), Columbia, Cornell, Duke, Fletcher, George Washington, Harvard, IUPERJ (Brazil), Johns Hopkins, McGill, Moscow State (Russia), Notre Dame, U.S. Air Force Academy, NYU, Ohio State, Oxford (UK), Penn State, Princeton, Quaid-I-Azam (Pakistan), Stanford, Sciences Po (France), Technion (Israel), Texas A&M, Yale, Wilfrid Laurier (Canada), and universities of California, Calgary (Canada), Chicago, Hull (UK), Illinois, Georgia, Maryland, Michigan, North Carolina, Southern California, Pennsylvania, Humboldt (Germany), Haifa (Israel) Pretoria (South Africa), London (UK), Florida, Virginia, Washington, and other institutions.

Application Form

1. Name
2. Mailing Address
3. Phone Number
4. E-mail Address
5. Education (schools, degrees, dates)
6. Field of Specialization
7. Current Position
8. Previous Employment
9. Publications
10. Research in Progress
11. Awards or Honors
12. Have you applied to SWAMOS before (what year?)

Answer questions 13-14 in no more than 250 words each.

13. How much do you know about military policy, strategy, operations and history? What literature on the subject (if any) have you explored? Do you have any relevant experience?
14. What are your future plans for research, teaching, or public service? What use might you make of what you would learn in the workshop?
15. References: (1) Who will send your letter of recommendation? (2) List one other person who can comment on your qualifications and potential if the selection committee wishes to inquire. (Include phone numbers or e-mail for both.)