

ALLIES

Fall 2007

Alliance Linking Leaders in Education and the Services

Mission Statement

The current challenges being encountered in Afghanistan and Iraq have highlighted the growing divide between American civilian and military leaders. To counteract this trend, the Alliance Linking Leaders in Education and the Services (ALLIES) was founded to create opportunities for cadets, midshipmen, and students to interact meaningfully across the civil-military gap. Together, we can develop a civil-military education equal to the challenges of the future.



"The implications of a program like this...are that when a military response is needed...the military leaders and the policy makers both have a common framework from which to draw...The opportunity for our very talented cadets to interact with students from Tufts was too good to pass up." -- Major Scott Taylor, US Army

ALLIES Objectives:

Provide a mechanism for past, present, and future civilian and military leaders to exchange lessons

Create a continuous chain of civil-military educational opportunities from the undergraduate to doctoral levels

Build a bridge for information sharing between academic institutions in Boston and government organizations in Washington, D.C.

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*ALLIES is a program of the
Institute for Global Leadership
at Tufts University.*



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First Annual Intellectual Roundtable

Classroom for the Leadership of 2050

On November 8th and 9th 2008, ALLIES held its first-ever Intellectual Roundtable. Participants drawn from the military, US government, civil society, and academia wrestled for a day and a half with the needs for civil-military education to create the agile, inter-agency leaders required to integrate all aspects of US foreign policy—development, diplomacy, and defense—for the future. Ultimately, the roundtable set the stage for a much larger follow-on symposium to be held next year.

The themes for the Roundtable were built upon the principles that led Institute students to create ALLIES in the spring of 2006. To that end, in addition to professionals, ALLIES hosted nine cadets and midshipmen from West Point, the Naval Academy, and the Air Force Academy. The cadets and midshipmen lived with the Tufts students, ate meals with them, and attended the same social events. This additional interaction beyond the intellectual event, went a long way towards building friendships that can be maintained as both sides move up the hierarchies of their respective organizations.

The proceedings took on a different format than previous ALLIES events. Rather than have the principal participants speak to a passive audience, the organizers made interpersonal interaction their priority. To facilitate this, professional participants were mixed with civilian and military undergraduates at small tables of four or five. Each discussion session started with a short presentation to introduce a topic,



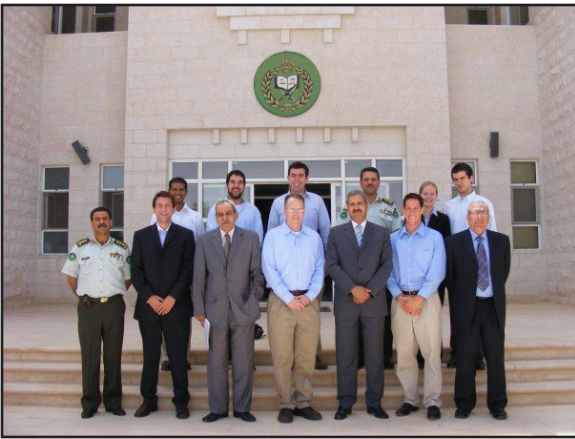
Students, cadets, midshipmen and Roundtable participants.

but the bulk of the allotted time was spent in intimate conversation within each table. Students and principals were able to rapidly bounce ideas back and forth, as well as digress to talk about other important subjects that came up over the course of the discussion. After an hour to an hour and a half, each table concluded the session by choosing a member to report to the entire group on the results of their individual discussion.

While the Roundtable mostly focused on the role education, especially undergraduate education, can play in alleviating civil-military friction, the open discussions format enabled discussion on a wide variety of related issues, including the appropriateness of the use of the military for humanitarian assistance and reconstruction missions, institutional impediments to interagency cooperation, ways of engaging academia in policy formulation, and the funding inequalities between major USG institutions.

The Intellectual Roundtable was an important step for ALLIES in moving its commitment to civil-military education beyond the borders of Tufts University and into a wider forum. The Roundtable's focus on interagency cooperation as a means of creating innovative and effective undergraduate civil-military educational programs represents the culmination of ALLIES' efforts and programming for members of the Tufts campus over the past year and a half. Most importantly, this Roundtable set the stage for the future of ALLIES by providing direction and impetus for expanding the program on the Tufts campus, at our partner military academies, and beyond.

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ALLIES JRP participants from Tufts and West Point after a meeting with Jordanian officials in Amman.

2008 Joint Research Project Amman, Jordan

In June 2007, ALLIES conducted its inaugural Joint Research Project (JRP) in Amman, Jordan with four students from Tufts University and three cadets from West Point. Together, the students and cadets researched Jordanian counterterrorism strategy over the course of the spring semester and during their two-week trip to Jordan. The JRP took a holistic, wide approach to investigating Jordanian counterterrorism by conducting interviews with individuals from the Jordanian military, multiple academic institutions, the media, civil society, the government, and political parties. During the trip, the delegation met with and interviewed representatives from organizations like the Royal Jordanian National Defense College, the Center for Strategic Studies at the University of Jordan, UNHCR, the Jordanian Institute of Diplomacy, the Islamic Action Front, International Crisis Group, and USAID. Additionally, delegates visited cultural sights such as the town of Madaba, the desert of Wadi Rum, the ancient ruins of Petra, and the Dead Sea. The inaugural JRP was a huge success, fulfilling its goals of taking on a research question in the context of building civil-military relations between its participants.

SCUSA 2008

November 2007. ALLIES members Leah Averitt (08) and Chas Morrison (11) attended the 59th annual Student Conference on United States Affairs (SCUSA) at West Point. The year's theme was "Uncertain Future: Freedom, Security, and Responsibility." SCUSA brings together students from over a hundred colleges to discuss the salient issues of United States foreign policy.

Leah sat on the Homeland Security Panel, where she discussed issues like immigration, port security, and civil liberties. Chas sat on the Challenges of Insurgency panel, where he discussed counter-insurgency strategy. The SCUSA delegates also heard from keynote speaker General (Retired) John Abizaid.

While the delegates benefited tremendously from the expert perspectives, the true value of the conference lay in interacting with their fellow student delegates and cadets. ALLIES participants were able to eat lunch in the West Point Mess Hall, attend mixers, live in the West Point barracks with cadets, tour the West Point campus, and interact informally with West Point cadets at meals and before and after formal panel discussions. SCUSA, more than anything, was a practical ground to test the ALLIES agenda of civil-military relations and mutual understanding

Currently, ALLIES is planning the 2008 Joint Research Project, which will return to Jordan this summer for a month. This year, ALLIES will incorporate the Naval Academy as well as West Point in its delegation. The group will work together over the course of the spring semester to prepare intellectually and logistically for the trip. Once in Jordan, participants will work together to explore Jordanian politics and society from multiple perspectives. Participants will meet with actors from multiple sectors of Jordanian society, including government officials, NGOs, academics, journalists and media sources, UN agencies, and think-tanks. Meetings with these actors will be in the format of formal and informal interviews, organizational site visits, and dialogue sessions. Additionally, the delegation will engage in dialogue over their formal research with Jordanian university students and explore collaboration on a civil-military dialogue concept with the United Nations University – International Leadership Institute in Amman, Jordan. The JRP will run annually in different locations.

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The Future of US Civil-Military Relations

On December 1 2007, ALLIES co-sponsored an all day symposium with the Tufts Democrats. The symposium, "The Future of U.S. Civil-Military Relations," examined civil-military relations from a non-partisan point of view.

Dr. Mackubin Owens, professor at the Naval War college, and Dr. Harvey Sapolsky, professor at the MIT Security Studies program, spoke on the first panel, "The Role of the Military in a Democracy." Dr. Owens and Dr. Sapolsky discussed the relationship between the soldier and the state, the responsibilities of civilians with regards to the military, and the problems facing US civil-military relations today. Speakers for panel two, "Civil-Military Relations in Higher Education," were Erik Dahl, a member of Tufts Advocates for ROTC, Daniel Wesche, a Tufts undergraduate and Iraq war veteran, Tyson Belanger, a former Marine and current Harvard PhD candidate, and Paul Joseph, Director of the Peace and Justice Studies program. Panelists debated issues such as the existence of ROTC on campuses and whether or not students pursuing a Liberal Arts degree should learn about the military. Panel three, "Private Military Companies" featured Derek Wright, Director of the Development for International Peace Operations Association, Chris Taylor, for Vice President of Strategic Initiatives for Blackwater USA, Kateri Carmola, assistant professor of Political Science at Middlebury College, and Rye Barcott, former Marine, founder of Carolina for Kibera, and current student at the Harvard Kennedy and Business Schools. This panel weighed the benefits and drawbacks of PMCs and discussed the legal and moral issues surrounding their use. The final panel on Veterans' Affairs included Andrew Young, Captain in the US Air Force Reserve and Mental Health Service Officer in the Iraq War Veterans Association, Tyson Belanger, and Drew Sloane, a former Army officer. This panel focused mainly on the challenge of Post-Traumatic Stress Disorder.

The event was a wonderful opportunity for ALLIES to expose more Tufts students to the importance of civil-military relations. Considering that many of the students who attended the day's symposium study Political Science and hope to be active in politics after graduation, the event allowed ALLIES to achieve its goal of making future civilian leaders think about military and security related issues. It increased dialogue about civil-military relations on the Tufts campus by causing many students who had never been exposed to the military or thought about its importance in US policy to begin considering some key civil-military ideas. The symposium also opened the door for future bi-partisan events with both the Tufts Democrats and the Tufts Republicans.



ALLIES freshman Bruce Hainline with Rye Barcott and Derek Wright.

Dilemmas of Darfur Film and Discussion

In October 2007, ALLIES and PANGAEA, a student group dedicated to taking action on global issues, hosted a film and discussion on the challenges surrounding the crisis in Darfur. The event moved the dialogue over armed intervention beyond simplistic calls for troops to a discussion of the tactical, operational, and strategic questions that must be addressed for any Darfur peacekeeping mission to be successful. To introduce Tufts students to the Darfur crisis, ALLIES and PANGAEA screened *The Devil Rides on Horseback*, a documentary that follows a US military-observer's fight to publicize the atrocities he is witnessing daily. The following evening, ALLIES and PANGAEA hosted a follow-on panel discussion with four experts on Darfur. Michelle Barsa, Hunter Farnham, Abdal Monium Osman, and David Raikow participated. The conversation ranged from an analytical analysis of the region's tribal dynamics to personal anecdotes about work in Sudan, all of which served to provide students with a more nuanced and multi-faceted understanding of the various issues that had been raised in *The Devil Rides on Horseback*. Based on the success of this inaugural event, ALLIES hopes to sponsor additional film screenings and related discussions next semester.

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Future ALLIES Initiatives and Events

Hosting Service Academy Delegations 21 to 24 February

Each year, ALLIES hosts cadets and midshipmen as they attend the Institute for Global Leadership's annual Education for Public Inquiry and International Citizenship (EPIIC) Symposium. This four-day international conference is held annually and features experts from diverse fields ranging from security and foreign policy to environmental studies and mental health are brought together to participate in panel discussions and other events.

"[ALLIES] can only foster a better understanding and increase the overall expertise of the students, exactly what they will need to be global leaders in the future."

-- Major Eric Bjorklund, US Army

"The ALLIES students at Tufts realize that soldiers their age are serving in Afghanistan and Iraq and want to learn more about their military counterparts. ALLIES is a strategic opportunity to engage students in their formative stages of inquiry."

-- Gregg Nakano, IGL Fellow

Second Annual Intellectual Roundtable 22 to 24 October

A follow-on to this year's Intellectual Roundtable, next year's event will be both larger and more inclusive of the general university population as it seeks to examine the problems of inter-agency cooperation and mitigate those problems through creative programs at the undergraduate level.

Civil-Military Education Course Fall 2008

ALLIES is developing an intensive, highly interactive full-credit class based on a civil-military educational curriculum designed to familiarize students with the roles, resources and responsibilities of the different Department and Agencies responsible for helping formulate and execute US foreign policy. The class will be jointly sponsored by the Department of Peace and Justice Studies at Tufts University.

"When civilian students are making choices about when to use military force, I want them to have a connection to the military."

-- Commander Art Gibb, US Navy

"Regardless of one's personal feelings...we should all appreciate the effort that Tufts students have shown to understand and bridge the gap between the civilian and military sectors in this country." -- *Tufts Daily*

Joint Research Project June 2008

In a follow-up on last year's JRP, ALLIES will again travel to Jordan with cadets and midshipmen from USMA and USNA. The project will incorporate interviews with actors from multiple sectors of Jordanian society and establish an on-going dialogue with Jordanian university students. The JRP will be run annually.

Civil-Military Education Leadership Dialogue Talloires, France 1 to 4 July

A roundtable designed to share the ALLIES concept and explore opportunities to engage civilian and military academic institutions to create interagency relationships and sustain collaborative strategies which reduce conflict and sustain an equitable peace.

