

# Triangle Institute for Security Studies (TISS) Volume XXX • 2015

## Newsletter Contents

Reflections.....2  
 New Faces Conference .....4  
 TISS Honor Student Dinner .....6  
 American Grand Strategy.....7  
 Energy and Security Initiative .....8  
 Intelligence and Security.....9  
 National Security Fellows.....13  
 Outreach & Sponsored Events.....15  
 Academic Year 2015-16.....16

## TISS Executive Committee (2014-15)

Duke University  
 Peter Feaver (Director)  
 Henry (Hal) Brands

UNC-Chapel Hill  
 Wayne Lee  
 Patricia Sullivan

North Carolina State University  
 William A. Boettcher  
 John Mattingly

North Carolina Central University  
 Rolin Mainuddin

## TISS Staff

Carolyn W. Pumphrey  
 TISS Associate Director

Alexandra Pfadt  
 TISS/AGS Program Coordinator

Jennifer Akin  
 Executive Education Coordinator

132 Rubenstein Hall  
 Box 90316  
 302 Towerview Drive  
 Duke University  
 Durham, NC 27708-0316  
 Telephone: 919-613-9280  
 tiss-nc.org

## Letter From the Director

This time last year, we were waiting to learn whether TISS had won one of the Intelligence Community – Center of Academic Excellence Awards (IC-CAE). As you hopefully have heard long ago, we were successful. Accordingly, this past year TISS has focused its energies on implementing this complex and challenging grant.

I am happy to report that we are well-launched, and Drs. Lee, Caddell, and Pumphrey – as well as an active advisory board – deserve a great deal of credit for the success thus far.

TISS is more than an IC-CAE program, however, and we should acknowledge and celebrate those achievements. We hosted the Fifteenth New Faces Conference, an institution that has had such a long and successful run that we are regularly getting New Faces nominees from New Faces alums (Old Faces?). The best undergraduates at our core institutions got the chance to present their most significant research at the undergraduate honors thesis night.

As before, we hosted an Army War College team who ran a simulation, focusing this year on the Crisis in the Sudan. TISS members continued to serve the local and regional community through our Speakers Bureau, which provided some fourteen speakers. Our Military Fellows program brought up-and-coming military leaders to campus for a year of academic study, deepening TISS’ long-standing reputation as a center of excellence on civil-military relations.

The newsletter covers all this and more. Read about the past and look forward to another great year to come.

One last word, this year marked a particularly important milestone. TISS Executive Board Member Professor Hal Brands was promoted to Associate Professor with tenure. Of course, it would not be feasible to list all of the accomplishments and awards of the scholars in the TISS community, but milestones of this sort are especially crucial for the future stability of the institution and so deserving of special notice.

Peter Feaver, TISS Director



## Reflections



Small group meetings (such as the dinner with Secretary Michael G. Vickers) permit the interaction of students, faculty, and practitioners.



Enthusiastic students engage with Adm. Rogers, following his public lecture on Cybersecurity in spring 2015.

### What is a TISS?

In 1984, we published our first newsletter. Its opening line was, “What is a TUSS?” As the author wrote, “In response to this question, we have heard a number of postulations including: a small omnivore of the marsupial family; a unit of measure for negative energy; and a device common to Norway used in the cutting of firewood.” Imaginative if misguided guesses! Few, he went on to say, instantly recognized the acronym or were aware of the goals of the institution – hence the decision to send out a newsletter. Today, three decades later, TUSS, now TISS, is alive and well. Though we have much wider name recognition than did TUSS, we have changed quite a bit. In the face of this evolution, some are again asking, “What is a TISS?”

Like TUSS, TISS is “an association of scholars centered in the Research Triangle area of North Carolina, dedicated to the advancement of cooperation and communication between its members.” Like TUSS, our members consist of scholars with interests or expertise in the international security field. Many of the features visible in the 1980s still define us, chief among them our dedication to interdisciplinary exchange (now broadened well beyond exchange among political scientists and historians), inter-institutional collaboration, and a commitment to partnership among academics and practitioners. To that end, over the years, we have organized conferences and seminars and engaged in research projects and public outreach.

We continue to provide rich programs, often in association with the many other security studies organizations that have mushroomed in the area of late. TISS Central, as we have come to call it, continues to host an Annual New Faces Conference and two or three faculty dinner seminars each year. These events are very reminiscent of the TUSS seminars of old, providing opportunities for scholars to get feedback on their research. We also continue to serve the public by sending our experts to talk to civic groups, and schools – indeed to anyone who wishes to better understand the security challenges of our time.

TISS, however, has expanded significantly, and it is in some ways not quite the same animal as TUSS. For one thing, our intellectual focus has broadened to keep pace with ever shifting and changing global security concerns. The dynamic Energy and Security Initiative is a case in point. This program focuses on how to meet energy needs in a complex environment – a program well suited to the technologically focused NCSU community. While our points of emphasis will no doubt continue to change, a glance at the recently revised TISS web site ([www.tiss-nc.org](http://www.tiss-nc.org)) will make clear where our current strengths lie. To our interest in energy and security should be added diplomacy, grand strategy, the study of war and peace, weapons of mass destruction, and the issue which historically most closely defines this particular organization: civil-military relations.

Along similar lines, though we are still first and foremost an organization of academics interested in security studies and seeking to hone and refine our research skills, we are no longer just that. We have become more heavily than ever invested in our relationships with the military. One prime expression of this is the TISS/UNC National Security Fellowship Program which brings military officers (lieutenant colonels) to campus for ten months. Fellows benefit from exposure to civilian academics, while all of us, students and faculty

alike, benefit from learning from those who are not, as Huntington puts it “primarily [men and women] of the closet.” This Fellowship Program is the living embodiment of our interest in bridging the gap between soldier and civilian – the topic of the best known TISS research collaboration.

We have also become more heavily invested in undergraduate education. At UNC, the Curriculum in Peace, War, and Defense currently has 263 majors who are deeply interested in national and international security. At Duke, an annual one semester seminar for graduate and undergraduate students serves as a centerpiece for a program in American Grand Strategy, which through workshops, distinguished lectures, and experiential education, exposes young scholars to the world of policy. At NCSU, the College of Humanities and Social Sciences now offers more classes than ever before on national security, military history, and science and technology. Participation by these students in TISS events has steadily increased and we have also organized field trips and exercises especially for them.

The trend towards undergraduate inclusion was taken one step further this year when TISS (with UNC

serving as the official lead) was awarded a major federal grant to foster the study of intelligence and security. A good portion of the funding for this is being devoted towards the development of courses at UNC-Chapel Hill, Duke, North Carolina State University, and North Carolina Central University. Furthermore the flagship event associated with this grant is a major annual conference / simulation targeted primarily at a student audience. Indeed, so marked has this trend towards student participation become, that we decided that it no longer made sense to nominate individual students for membership in TISS and are phasing out our Wickersham program.

In the final analysis it is clear that, while our programs and our membership has changed and doubtless will continue to do so, we continue to work towards the same goal as our forerunners in TUSS and before them DUNC. Promoting rigorous analysis and thoughtful, dispassionate discussion of security challenges, is vital. That is what historically we have tried to do and what we are still doing. We thank all of you for participating in this important effort.

## In Memoriam

To our deep regret, we must share with you the news that Charles Carlton passed away in Cambridge, England, this July. Only a few short months ago, he was holding a seminar on military history at NCSU, his usual enthusiastic self. So his death has come as a great shock. Charles was a Professor Emeritus of History at North Carolina State University and served as a member of the TISS Executive Board from 1994-2005. Born in England, he was educated at Cardiff University and the University of California, Los Angeles. For five years he was a part time soldier in the Territorial Army, serving as an officer in the Welsh Regiment, the Special Air Service Regiment and the Intelligence Corps. A prolific writer, with a gift for prose and a popular touch, Charles was the author of fourteen books, including *Going to the Wars: The Experience of the British Civil Wars, 1638-1651* and *This Seat of Mars: War and the British Isles, 1485-1746*. All of us owe him particular thanks for the year he served as Acting Director (2001-2002). This was one of the most crucial years in the history of our organization. Interest in security issues was at an all time high following the attacks on the World Trade Center and the Pentagon. Charles was like a force of nature, organizing speaking events on campus and reaching out to first responders struggling to understand terrorism and radical Islam. I am thankful to have many happy memories of good times shared with Charles like the wonderful 2005 Empires conference pictured to the right. I will remember him as a tireless supporter of TISS, whose enjoyment of history, wry sense of humor, and zest for life was contagious. I will also remember him as one of the kindest and most considerate men I have ever had the privilege to know. I am going to miss him sorely - as are we all.



## New Faces Conference

The Fifteenth Annual TISS New Faces Conference, generously funded by the Earhart Foundation, was held on 4-6 September at the Rizzo Center in Chapel Hill, North Carolina. Seventy four people registered as speakers, discussants, and attendees.

Three of the presentations had a markedly historical focus. Thomas Sheppard, University of North Carolina at Chapel Hill (history), focused in his presentation on navy culture in the time of its first secretary, Benjamin Stoddard, whose interest in defending military honor, led him to encourage aggression on the part of his officers. At times, this undermined the chain of command. Evan McCormick, University of Virginia (history) examined political violence in Latin America and the Reagan administration's policy of using "quiet diplomacy" to defend human rights. Galen Jackson, University of California-Los Angeles (political science) made a cogent case that domestic politics played a key role in determining American Middle East policy (1967-1979) and in derailing a promising Arab – Israeli peace plan.

Two other presentations focused on how to mediate and keep peace. The primary goal of Anita Kellogg, University of California-Los Angeles (political science) is to determine if indeed commercial interests can keep peace among rivals. In her presentation, she focused on the growing economic interdependence of Columbia and Venezuela and its effect on their behavior. Elizabeth Menninga, UNC-Chapel Hill (political science) is interested in multiparty mediation. Her project explores why this type of mediation is sometimes ineffective, at other times very successful. She and suggests a mechanism by which mediation teams can have a positive effect on conflict resolution.

Saturday's sessions had an unusual degree of coherence, because three of the speakers shared an interest in nuclear issues. Alexander Lanoszka, Princeton University (politics) discussed the effect of patron-client relations on alliance behavior in the presence of nuclear weapons. In particular, he addressed the empirical puzzle of nuclear reversals—why do allies reverse nuclear weapons programs? William Spaniel, University of Rochester (international relations), explained his use of a bargaining model of war to understand nuclear proliferation. Using a historical case study of U.S.-Soviet nuclear proliferation, he modeled and evaluated the conditions under which arms-racing is efficient. Jeff Kaplow, University of San Diego-California (political science) discussed regime credibility and compliance, examining whether past violations of international regimes (or the absence of violations) causes states to lose (or gain) confidence in a regime.

The nine speakers all received excellent feedback on their research and abundant tips on how to approach job-talks. Credit for this must go in good measure to our local faculty whose support for this program is truly gratifying. But it must also go to Frank Gavin, MIT, who was able to join us this year and whose advice was particularly helpful. Students this year benefited not only from the videotaped presentations presented to them after the event, but from the detailed records of Jared Daugherty, Duke University, who served as conference rapporteur. In all, it was one of our very best New Faces conferences, with excellent presentations, animated discussions, delicious food, and a beautiful and peaceful setting. Don't miss the opportunity this coming year to join us!



Above - the two day event ended with a reception in the lovely gardens of the Rizzo Center.



Above - scenes from the auditorium and from luncheon in the DuBose

## “Old” New Faces

One of the most satisfying aspects of the New Faces program, now in its sixteenth year, is the fact that we have been able to maintain enduring ties with many of the participants. Some have moved in or near our area and are members of our core community. Sarah Lischer (New Faces 2002), Wake Forest University, is one of the most popular members of our Speakers Bureau; Dirk Bonker (New Faces 2004) is a faculty member at Duke University), Tricia Sullivan (New Faces 2004) is a faculty member at UNC-Chapel Hill and on the TISS Executive Board, and Carolyne Davidson (New Faces (2008) has played a pivotal role in building a relationship between TISS and a vibrant security studies program at National Defense University, Fort Bragg. Others “Old” New Faces return to us as speakers: This past year we welcomed back both Jacques Hymans, University of Southern California (New Faces 2002) and Sameer Lalwani, MIT and RAND (New Faces 2013). Dr. Hymans spoke on the Duke campus on “Leaders’ Emotions and Preferences for Nuclear Disarmament” this February - the theme of his prize winning book, and Dr. Lalwani participated in a panel discussion on South Asian Security at our Colloquium on Warning and All Source Intelligence. We were especially gratified at the number of “Old” New Faces who nominated their students. We are proud to announce that this October we will hear from Zayna Bizri who is a student of Chris Hamner, George Mason University (New Faces 2002) and from Julia Macdonald, a student of Alex Downes, George Washington University (New Faces 2001). If you are an “old” New Face, please write to us and let us know what you are doing! We would love to add your name to our Directory of Members and post news of your activities on our new website.



Jacques Hymans

## Faculty Seminars

Each year TISS hosts one or more dinner presentations where we highlight the research of members of our own community. This past year, we were privileged to hear from two: Kathleen Vogel and Laia Balcells.

Kathleen Vogel, who holds a Ph.D. in biological chemistry from Princeton University, recently joined the faculty at North Carolina State University where she is Associate Professor at NC State in the Department of Political Science. She also serves as Director of the Science, Technology, and Society Program. In her research she argues for the need to highlight how U.S. analyses of bioweapons capabilities have failed in the past. For her December presentation, she chose to focus on Project Bacchus. This was a covert investigation by the Defense Threat Reduction Agency US Defense Department to determine it is possible to construct a bioweapons production facility with off-the-shelf equipment.

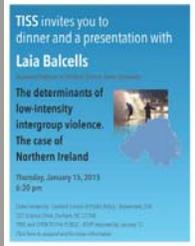
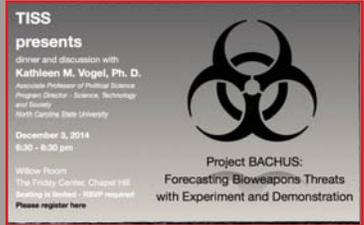
Laia Balcells, who holds a doctorate from Yale University is an Assistant Professor of Political Science at Duke University. Her research focus is on low-intensity intergroup sectarian violence. At the dinner, she discussed her recent study of Northern Ireland in the period after the 1998 peace agreement. She explained her research methodology which hinges on micro-level dynamics and looks at the distribution of ethnic groups within wards. A lively discussion followed her presentation, as fellow faculty members and military fellows considered her evidence and approach.



Vogel



Balcells



## TISS Honor Student Dinner

Every year, I look forward to the annual honor student dinner. It is a chance to learn about the research of dedicated and thoughtful young scholars about to embark on exciting new careers. Every year, I come away invigorated by the experience. This year did not disappoint. Once again we were treated to presentations by young people who have invested time and effort in scrupulous research, have a sophisticated and subtle appreciation of security concerns, and are astonishingly quick on their feet.

The students who addressed the TISS audience on 15 April were Tegan George and Emily Werk, UNC-Chapel Hill, Ted Leonhardt and Julia Janco, Duke University, and Brandon Libro, North Carolina State University. Tegan and Julia are both political scientists. Tegan's research addresses the question of why rebel groups sometimes are willing to form alliances and sometimes engage in inter-factional conflict. Julia's focuses on evaluating the role of extremist education in promoting an environment prone to terrorism in Pakistan. Brandon and Ted are both historians. Brandon's archival research in the Carter Library sheds new light on the Carter Administration's response to the Soviet Intervention in Afghanistan from December 24, 1979 to January 4, 1980. Ted's remarkably comprehensive and subtle evaluation of existing explanations for the decision to approve Operation Ajax (1953) suggests the need for a multilayered approach to Cold War history. Emily is a Peace, War, and Defense major. Her thesis analyzes the balance of power between civilian leaders and the military in the context of the Pakistani nuclear weapons program.

All five students are embarking on exciting new endeavors, Julia and Brandon in education, Tegan in doctoral studies, Ted in banking and then law school, and Emily in nuclear policy. We wish them all the best. Thanks for a wonderful evening!



Emily Werk and Tegan George pose for a snapshot after presenting their research at the TISS Eleventh Annual Honor Student Dinner.

### TISS/ AWC International Strategic Crisis Negotiations Exercise

On October 24-25, the UNC-TISS National Security Fellowship Program and the Duke Counterterrorism and Public Policy Fellowship Program hosted its third "International Strategic Crisis Negotiations Exercise" on the UNC-CH campus. The simulation, exported and facilitated by the Army War College, provided undergraduate and graduate students from UNC, Duke, NCSU, NCCU, and NDU-CISA (Fort Bragg, NC) with the opportunity to experience the complexity surrounding international negotiations. This year, the exercise simulated a crisis in the Sudan. The scenario was set seven years into the future. The negotiation process was triggered by the imagined resumption of conflict between the Sudan and South Sudan. Negotiations were hosted in Addis Abba, Ethiopia, and delegations included the Sudan, South Sudan, China, Ethiopia, Sudan People's Liberation Movement-North (SPLM-N), Uganda, and the United States. Contributing to the success of the program, were current and retired diplomats and military personnel (including officers participating in the military fellowship programs described above and enrolled at the National Defense University campus at Fort Bragg). Their real life experiences added to the realism of the exercise. Participating undergraduates showed an impressive mastery of the material - it was clear that they had prepared long and hard for this event. Be on the lookout for the Cyprus simulation this coming fall.

The Duke Program in American Grand Strategy (AGS) continued to enliven the intellectual life of the Triangle. The record of this program is indeed impressive: 2014-15 saw two endowed lectures, nine distinguished visitors, four experiential education opportunities, two evenings dedicated to the discussion of career, two alumni events in Washington D.C. and twenty three cosponsored topical programs and conferences. Some of the events - like the staff ride to Normandy – were open only to Duke students, alumni, and faculty. But others were open to the public, and some, like the Young Turks Conference, held in May 2015 and focused on civil-military relations, were very much a continuation of hallowed TISS traditions.

### Visitors 2014-15

- Stephen Hadley, *former National Security Advisor*
- Jake Sullivan, *U.S. Delegate in Iran Negotiations, former NSA to VP Biden, and former Directory of Policy Planning at the U.S. State Department*
- Admiral Michael Rogers, *Commander of U.S. Cyber Command and Director of the NSA*
- Mitt Romney
- Fran Townsend, *former chair of the Homeland Security Council for Bush*
- Ambassador Daniel Benjamin, *principal counterterrorism advisor to Sec. of State Clinton*
- LTG Michael Flynn (Ret), *former Director of the Defense Intelligence Agency*
- Michael Gerson, *former presidential speechwriter and current Washington Post opinion writer*
- E.J. Dionne, *Washington Post columnist and Brookings Institution Senior Fellow*
- Juan Zarate, *Senior Adviser at CSIS and former Deputy National Security Advisor on Terrorism*
- John Horgan, *Director of the Center for Terrorism & Security Studies at UMASS Lowell*
- Daniel Philpott, *Director of the Center for Civil and Human Rights at Notre Dame*
- Dan Blumenthal, *American Enterprise Institute*



Aly atop a German bunker at Merville.

*Greetings: My name is Aly Breuer, and I am humbled and excited to be the new Program Coordinator of Duke's Program in American Grand Strategy. (AGS). Born and raised in Santa Barbara, California, I graduated from Duke this past May with a degree in Public Policy Studies, a certificate in Philosophy, Politics and Economics and a minor in History. Throughout my four years as an undergrad, I was involved in many different educational programs, service opportunities and social organizations. However, nothing had quite as significant an impact on my life as AGS. From my first day as a freshman when I walked into Professor Peter Feaver's international relations class to the day this spring when our D-Day Staff Ride team "stormed" the beaches of Normandy, this program provided me with unique opportunities. I have always been profoundly grateful for them. As AGS Program Coordinator, I hope to give back to this group that has given me so much and defined my college experience..*



Andy Grieshop with cookstoves.

During 2014-15 the TISS/NCSU Energy and Security Initiative (ESI) continued to foster an active research agenda, developed its own website (<http://energyandsecurity.org/>), expanded its scope of campus partners, and changed venues for its signature "Energy and Security Luncheon Series". Now more actively co-directed by William Boettcher and Mark Nance (both NCSU Political Science), the ESI again benefitted from generous support by the Kenan Institute for Engineering, Technology & Science for programs fostering an interdisciplinary approach to the global, national, and local security implications of the production, transportation, and consumption of a diverse range of energy sources (renewable and nonrenewable). The role of ESI at NCSU has been bolstered by the co-directors inclusion in the NCSU Energy Council (chaired by William Winner, Forestry & Environmental Resources), enabling us to develop a

broader network of campus affiliates and provide a more diverse audience for our programs. This network has yielded several members of the new ESI Advisory Committee, which will begin to meet during the upcoming semester.

In terms of research, Nance and Boettcher are in the final stages of compiling and editing a set of eight papers for a special issue on *The Politics of Energy: Conflict or Cooperation*. These papers emerged from a daylong workshop in March 2014 titled, *A New Security Dilemma? Politics and Policy at the Energy-Security Nexus*, sponsored by a grant from the International Studies Association. The authors of these papers are both academics and career policy-makers and topics cover the politics of oil regulation and investment, nuclear proliferation and governance, energy as geopolitics, and the construction of energy threats. In July 2014, Boettcher presented a draft of a book chapter, *Public Opinion Regarding the US-ROK Alliance and Nuclear Cooperation: The American Perspective*, at the Institute for Nuclear Materials Management (INMM) annual meetings in Atlanta. The anticipated volume (including this book chapter) is currently being edited by Adam Stulberg from the Nunn School at Georgia Tech and Man-Sung Yim from the Korea Advanced Institute of Science and Technology (KAIST) for submission to Brookings Institution Press. Boettcher recently submitted a revised chapter, *The Politics of US-ROK Nuclear Cooperation: The American Perspective*, with support from the Korea Foundation. In July 2015, Nance joined with his coauthor, Bryan Early (SUNY-Albany, Political Science and Public Administration), to brief the UNSCR 1540 Committee and related UN agencies on their research regarding the creation/refinement of export control regimes preventing the proliferation of nuclear, chemical, and biological weapons to non-state actors.

Our initial ESI luncheon of 2014-15 featured Andrew Grieshop (NCSU Civil, Construction & Environmental Engineering) and his work on indoor air quality and cook stoves in India. This event set a record for an ESI luncheon audience and prompted the move from the 1911 building to larger rooms in the new Talley Student Center. Our second luncheon event, Abby Kinchy (RPI Science and Technology Studies) discussing her work on shale gas and watershed protection, was made possible by co-sponsorship from the Genetic Engineering & Society Center. Kinchy's multi-day visit included an evening public talk attended by the Chairman of the N.C. Mining and Energy Commission and other members of the public and campus communities. The final ESI luncheon of the fall semester focused on Christina Kopitopoulou's research on resilient microgrids for the NC Clean Energy Technology Center. This fascinating presentation produced one of our most diverse audiences-- including members of academia, policymakers, industry practitioners, state environmental officials, and member of the military.

The spring semester ESI luncheon series kicked off with a talk by our own Robert Reardon (NCSU Political Science). His timely analysis focused on Iran's nuclear program and the prospects for a negotiated agreement with the "P5+1." This talk returned to our "roots" in nuclear nonproliferation and security and was attended by members of the new Consortium for Nonproliferation Enabling Capabilities (CNEC) based at NCSU. Our second spring luncheon featured Ion Iftimie (Central European University Doctoral Candidate) and addressed Russian resource nationalism in the "Taiga." Iftimie was a frequent participant in the ESI series during his time in the military and as a Master's student and it was a real pleasure to bring him back as a presenter. The final luncheon of the semester brought us full circle, as Doug Call (NCSU Civil, Construction & Environmental Engineering) discussed his efforts to develop electrochemical technologies to recover energy from clean and dirty water. Call's work recently received a "game changer" grant from the UNC general administration and it was a real pleasure to hear about his fascinating efforts to harvest energy from salinity gradients.

ESI efforts will continue to expand in 2015-16. The luncheon series will include more "local talent" as well as academics and policymakers from beyond the Triangle. We will continue to host and co-host visitors for workshops and public talks. We will also continue efforts to seek additional funding from grants to support research activities related to ESI topics.

*William A. Boettcher, North Carolina State University*

The Intelligence Community Center of Academic Excellence (IC-CAE) is a highly competitive, congressionally mandated program, funded by the Department of Defense. Its purpose is to encourage universities to build defense and intelligence-focused curricula across the nation. Our primary goal is to promote understanding of the intelligence mission through the development of courses and associated programs. The Office of the Director of National Intelligence (ODNI) is responsible for oversight of the IC CAE program through a Senior Advisory Board (SAB) and the program reports to the U.S. Senate and House of Representatives committees on intelligence.

The Triangle Institute for Security Studies received an IC-CAE grant for the 2015-2016 academic year and it has been renewed for the 2015-2016 year as well. If the grant is extended over a total of five years, we will receive \$1.86 million to create a "regional center of excellence in intelligence and security studies." To date we have over 150 students involved in the program on our four campuses: Duke University, North Carolina Central University, North Carolina State University, and the University of North Carolina at Chapel Hill. The program includes courses that address the history of the intelligence mission, the nature of the intelligence mission, the structure of the United States intelligence community, and problems associated with intelligence activities in a democratic republic.

**Continued on p. 10**

In November, 27 undergraduates made the trip across the mountains to Oak Ridge Tennessee accompanied by Joe Caddell, Kyle Beardsley, Robert Reardon, one graduate student, one military fellow, and Carolyn Pumphrey. This year, thanks to funding through the TISS IC grant, we were able to spend two days in the area. As in the past, students attended a one-day workshop on nuclear security. In between lectures, they visited the historic graphite reactor where plutonium was first extracted from irradiated uranium slugs, and also the safeguards laboratory. In addition, students visited the Energy Museum in downtown Oak Ridge and were given a tour of the Y12 national security complex. It was here that in World War II an electromagnetic isotope separation plant produced enriched uranium as part of the Manhattan project. The event was, as always, intellectually stimulating and opened new horizons for our students. We are, as always, profoundly grateful to those at ORNL who made it possible.



Seen here: TISS group attending a lecture (above) and just prior to departure (below).

## Continued from p. 9

The program is organized around the TISS IC-CAE Association and the TISS IC-CAE Scholars' Program. Students interested in joining the TISS IC-CAE Association or learning how to become TISS IC-CAE scholars may go to the website at <https://tissiccaeb.web.unc.edu/tissasi/>. Nearly 100 students enrolled in the TISS IC-CAE Association for the 2015-2016 academic year and there were 28 students enrolled in the Scholars' Program as of May 2015.

In 2015-2016, there were six courses on intelligence issues taught on our campuses, and nine others with intelligence components. This will expand over the coming years and these courses are already complemented by the robust Peace, War, and Defense Curriculum at UNC, the American Grand Strategy Program at Duke, and the growing number of security studies courses at N.C. State and N.C. Central.

In addition to the academic courses, the grant funded a series of guest speakers. These included Congressman David Price (D-NC), Professor Richard Betts of Columbia University, Jim Walsh of MIT, John Prados of the National Security Archive, Undersecretary of Defense for Intelligence Michael Vickers, Director of the National Security Agency Admiral Mike Rogers, Lieutenant General Mike Flynn formerly Director of the Defense Intelligence Agency, and James Parker, formerly of the Central Intelligence Agency. Most of these speakers gave multiple presentations on our campuses – prompting one of our guests to say he had never seen an organization get “so much bang for the buck” when it came to speaker utilization.

There were four major panel discussions organized under the grant this past year. The first was the Conference on “Islam & Global Security,” held at North Carolina Central University on February 3, 2015. A panel of experts discussed this complex issue from a variety of perspectives and the response by attendees was highly positive. Second, a careers forum was held at UNC on 13 February when seven alumni of the Peace, War, and Defense Curriculum discussed their careers in the international security field. A total of 50 students from the various campuses attended and both students and alumni are already discussing future panels. The third presentation was a panel at N.C. Central on “Security Challenges in the Middle East,” held on the 13<sup>th</sup> of April – which included both guest speakers and faculty from our host institutions. The fourth and final presentation funded by the grant was the Conference and Simulation held on 9-11 April 2015 at the Friday Center at UNC. This included the keynote presentation by Professor Richard Betts on the evening of the 9<sup>th</sup>, panel presentations regarding warning and all-source intelligence on 10 April, and a simulation of a warning crisis in South Asia which was held on 10-11 April. The simulation was challenging and entertaining for all concerned.

During the summer of 2015 the grant funded the enrollment of 4 students to attend a summer program on intelligence studies at Cambridge University in the United Kingdom and one student to travel to Asia for language studies. Furthermore, the Defense Intelligence Agency funded a two week seminar and simulation in

Washington during August. All of our schools nominated students to attend. We are extremely proud of the fact that eight of our students were selected for this program, representing all four of our institutions.

The grant also funded three major field trips outside the Triangle. On 12-14 November 2014 we took 29 students and 4 faculty from our four schools to the Oak Ridge National Lab (ORNL) in Tennessee for two days of presentations and briefings. Then, on 12-13 March 2015, 30 students from the four schools travelled to Washington, D.C. where they visited the Spy Museum, the Office of Naval Intelligence (ONI), the Defense Intelligence Agency (DIA), the Central Intelligence Agency (CIA), and the National Geo-Spatial Intelligence Agency (NSA). As with the trip to Oak Ridge, the presentations were substantive and extremely well received. On 23 April 2015, six faculty from the four schools visited the National Security Agency at Fort Meade, Maryland for presentations and discussions. Finally, on 18-19 May, Professor Kathleen Vogel took 17 students to Washington to visit a series of government agencies. In summary, this was a busy and highly rewarding first year for the IC-CAE program. We look forward to an equally productive academic year, 2015-2016.



Joe Caddell raising his glass at a roundtable discussion led by Michael Vickers. Seated to his right is Keven Leahy.

*Joe Caddell, University of North Carolina at Chapel Hill*

## The First Annual Intelligence Colloquium/Simulation

As part of its efforts to build a program in Intelligence and Security, TISS launched its first colloquium/simulation at the Friday Center, Chapel Hill on 9-11 April, 2015. The topic was “Warning and All Source Intelligence.” The focus was India-Pakistan. As prime awardee, UNC-Chapel Hill took the lead this year in designing the program. This was a pilot program and broke new ground to the extent that it was geared specifically towards students and combined a colloquium with a simulation.

Not all went entirely to plan. As it turned out, April was not the best time to host this event (especially in a year when schedules had been disrupted by snow and ice and students had a backlog of papers due). Geographic distance proved to be more of a barrier for students than we had recognized. And unexpectedly heavy rains created yet one more hurdle. Despite this, the event succeeded even beyond expectations.

Richard K. Betts proved to be a perfect choice as our Thursday evening keynote speaker. He shared with the audience the fruits of his experience as a highly respected scholar and public servant, who among other roles, has advised many government agencies on intelligence issues. His talk, “Does Strategic Intelligence Matter?” made abundantly clear both the importance and the difficulties of the intelligence mission. His presentation struck a deep chord with later panelists who made frequent references to his remarks on the following day.

Though open to the public, Friday panel discussions were first and foremost intended to provide necessary context for the simulation. They focused on warning, all-source intelligence, and the India-Pakistani conflict. Presenters included UNC faculty members Joe Caddell and Sarah Bush (both teaching in the Intelligence and Security Studies program) and a small but very distinguished group of outside scholars. These included some old friends of TISS: Sameer Lalwani, a Stanton Nuclear Security Fellow at RAND and former New Face and Jennifer E. Sims, now a Senior Fellow of National Intelligence at the Chicago Council on Global Affairs. Also presenting were Feroz Khan, a retired Brigadier General with thirty-two years of experience in the Pakistan Army and author of the highly acclaimed, *Eating Grass: The Making of the Pakistani Bomb* (2012); Paul Miller of UT Texas, former Director for Afghanistan and Pakistan on the National Security Council staff (2007 through September 2009), and Michael Warner, Command Historian for US Cyber Command. We were truly fortunate in these speakers. Presentations were described by students as “extremely informative and engaging,” or, in still more glowing terms, as “fantastic.”

The All Source Warning Intelligence Simulation (AWIS) began late Friday afternoon and continued into Saturday. Preparation actually began long before this. Knowing from past experience that the best way to learn from a simulation is to share in its design, Joe Caddell, the mastermind of the simulation, worked with his students to create an impressive 200 + page briefing book. Students agreed that just reading this was a great way to prepare for the simulation, but that helping to write it was invaluable.

Students from all four partner universities took part in the scenario, assuming the role of agents and Directors of different intelligence organizations (ODNI, DIA, CIA, NGA, State Department INR, FBI, NSA, SIS (British)). Control (played by Joe Caddell, Tim Nichols, and Bill Boettcher) provided breaking news and responded to collection requests made by the intelligence organizations. Ambassador David



Above, “President” Litt kept “DNI” Emily Werk on her toes.



Students had high praise for Duke military fellows (above) Lieutenant Commander Chavius Lewis, USN and Colonel David Shafer, US Army National Guard, who served as mentors at the simulation.

Litt, a career U.S. diplomat specializing in the Middle East and Southwest Asia, made a superb (and suitably demanding) President. As one student advised future participants, “Make sure you know exactly what the president wants to know, and find that out.”

The scenario began on 1 April 2018 as the world’s attention was drawn to a series of crises in South Asia. A non-stop stream of breaking news and information bombarded participants, who struggled to respond to requests by the President, collaborate with colleagues in other agencies, and sort out important intelligence from noise. Some found the experience frustrating (as no doubt it can be in real life). Others reveled in it. “I learned so much,” wrote one student. The simulation... “taught me that time is of the essence and that collaboration and communication is key.” “As collections manager,” wrote another, “I really enjoyed sifting through the open source intelligence. It was sometimes like drinking from a fire hydrant, but that was the fun part.” Yet others reflected on insights they had gained from the experience. For some, it was a greater understanding of the range and complexity of security threats in South Asia or the importance of having an in depth knowledge of the culture of foreign nations. For others, it was the role of intelligence in serving policy. And for others, it was the challenge of figuring out the importance of knowing the right question to ask.

Experiential learning is widely valued – and justly so. The simulation was clearly one of the highlights of the year for participating students. “



The TISS IC CAE in Intelligence and Security brought rich programs to the Triangle. To your left are scenes from three representative events.

At the top, Wayne Lee, Chair of the Curriculum in Peace, War, and Defense, can be seen introducing Undersecretary of Defense for Intelligence Michael Vickers in Gerard Hall at the formal launch of our program. For the first hour, Peter Feaver questioned Dr. Vickers, soliciting his insights on a variety of issues ranging from the function of his own office to contemporary security challenges. Then Dr. Vickers took answers from the audience. This historic event was videotaped and can be viewed on the TISS web site.



The photograph below shows a student questioning Admiral Rogers in the Carolina Inn. It provides some sense of the large and enthusiastic crowd that turned out to hear the Director of the National Security Agency and the Head of Cyber Command discuss cybersecurity threats. After a brief presentation that laid out the importance of his organization, Admiral Rogers fielded questions on the future of intelligence collection and cyberwarfare.

The bottom photograph shows seven alumni who returned to Chapel Hill to reflect on “Life after PWAD” These impressive young people provided their unique insights into the kinds of jobs and careers that are open to those with an interest in security studies as well as the many different pathways to success. It was a Friday evening yet the four dozen students who attended lingered to question the panelists for a full hour after the formal presentations ended.

We cordially invite you all to join us next year as we continue this important discussion.



It is with great pride that we salute our outgoing cohort of UNC-TISS National Security Fellows, a group which, yet again, set a high bar for future Fellows. The UNC-TISS National Security Fellowship Program is a ten month program in which the University of North Carolina and the Triangle Institute for Security Studies partners with the U.S. Army War College to offer a Senior Service School Equivalent certificate.

This year, TISS had the pleasure of hosting four of the Army's best senior officers, all of which have gone on to take Brigade Command since departing the program. During their time here, all four Fellows completed a Civilian Research Paper (CRP) under the mentorship of a TISS-affiliated professor from UNC Chapel Hill or Duke University. Additionally, they served as mentors for the third iteration of the War College's "International Strategic Crisis Negotiations Exercise," attended various TISS events, presented their research to TISS Faculty and students, and audited a wide range of elective courses at UNC-CH and Duke.

Each of the Fellows' research projects was well-researched, thoughtful, and informative, and we encourage you to take time to read them at your leisure (<https://nsfp.web.unc.edu/fellows/previous-fellows-research-papers/>). It is with great pleasure that we highlight the work of Colonel Scott Naumann, whose CRP, "Repetitions of History: Downsizing Insights from the British Interwar Experience," received the U.S. Army War College Commandant's Award for Distinguished Research. COL Naumann was mentored by Dr. Patricia Sullivan (UNC-CH, Public Policy). Additional research topics included:

- "The U.S. Army Division Headquarters as a Standing Joint and SOF Task Force" – COL Kevin Leahy
- "SOF Acquisition: A Tool to Facilitate the Army's Future Force" – COL John Reim
- "A Global Enterprise: Leveraging the Three Pillars" – COL Colin Tuley
- "Repetitions of History: Army Downsizing Insights from the British Interwar Experience" – COL Scott Naumann

As the program enters the 2015-2016 academic year, it is preparing for several transitions precipitated by staffing adjustments. Dr. Wayne Lee, the current NSFP Director and a member of the TISS Executive Board, will spend this year teaching at the Army War College, and step into a Co-Director / support role. Penny Abernathy, UNC-CH's Knight Chair in Journalism and Digital Media Economics, has graciously agreed to serve as Wayne's Co-Director during this time. A long-time supporter of the NSFP, Abernathy has served as a Faculty mentor for two previous Fellows and taught eleven in her course, "Leadership in a Time of Change." Meanwhile, Jennifer Akin, who recently completed her Master of Public Administration Degree (NCSU), will provide continuous administrative support the NSFP for one more year as she, too, transitions into a new position with the TISS IC-CAE and welcomes her first child in August.

Despite these internal changes, however, it is with great excitement that TISS welcomes the incoming class of NSFP Fellows. Colonels Michael Higginbotham and Brian Hughes are both Army Aviators with extensive conventional and Special Operations experience, and we look forward to integrating them and their families into the TISS community. Those interested in hosting the Fellows as guest speakers, or to facilitate interaction with students or Faculty, should contact Jennifer Akin ([jennifer.akin@duke.edu](mailto:jennifer.akin@duke.edu)).

*Jennifer Akin, UNC-Chapel Hill*



Above, Colonel Kevin Leahy shakes hands with General Dempsey



Above Colonels John Reim (left ) and Colin Tuley (right) at a roundtable talk given by Admiral Rogers.



Above, Colonel Scott Naumann

## My experience as an Army War College Fellow at UNC Chapel Hill/ TISS

By Colonel Colin Tuley, U.S. Army

*What a wonderful year! Being a part of the UNC Chapel Hill community has been a true blessing and an extraordinary experience. I have nothing but positive thoughts and memories of my time spent here at UNC Chapel Hill over the last year. The experience was both personally and professionally rewarding.*

*My family and I were able to reunite and enjoy the great North Carolina community. Before this fellowship, I was deployed to Afghanistan. I spent about 20 months out of the last three years there. It's been like that since 9/11. So being a part of the UNC Fellowship program offered my family an enormous opportunity to reconnect on so many levels. Plus, my sister and her family live in Wake Forest. Being close to our extended families was very nice as well.*

*The students, faculty, and professors at UNC Chapel Hill made a profound impact on my professional development. In the military, we talk about 'broadening experiences'. My time at UNC was definitely a broadening experience. UNC offered me many programs, among them, the Curriculum in Peace, War, and Defense, Business School, and Journalism school (where I studied under Penny Abernathy). All provided the right kind of forum to broaden my thinking. I came here after 20+ years in the Army and prior to this, had had no other fellowship experience. Coming here and studying Foreign Policy and National Security and diving into leadership classes focused on organizational change helped me to see and better understand the different perspectives of students and professors alike. I truly learned a lot from all of them.*

*I wish everyone the best, Go Tarheels!*

Colin Tuley



The AWC military fellows program is a mutually beneficial endeavor. On the one hand, TISS provides the fellows with opportunities to interact one on one with the many impressive practitioners and scholars who visit our community. On the other hand, the fellows provide enormous benefit to our own students and our faculty members, sharing with them the fruits of their experience. For this and for their service to our nation, our thanks go with them. Please keep in touch!

One of the oldest TISS institutions is its Speakers Bureau, which dates back to the 1980s. Each year, we invite a few TISS members to participate in this program. They suggest topics which they would be glad to speak on, and we post their biographies and talks on our web site. We also help civic groups and other organizations find speakers able to address issues of particular interest to them. This year, much of the credit for running this program goes to Sanford School graduate students Mo Hartney and Karina Ibrahim, who helped schedule events and update our data base. A dozen of our speakers participated this year, giving a total of twenty four presentations. These were: Peter Feaver, David Schanzer, Gunther Peck, Miriam, Cooke (from Duke), Robert Moog, Akram Khater, Julie Earp (from North Carolina State University), Joe Caddell, Klaus Larres, Bob Jenkins (UNC-Chapel Hill), Dan Masters (UNC-Wilmington), David Litt, and Fabrice Lehoucq (UNC-Greensboro) and Robin Dorff (Kennesaw State University). Our efforts were somewhat plagued by ill-weather this spring, and several scheduled talks had to be postponed, but the response to our speakers was as enthusiastic as ever.

As part of our outreach this year, we collaborated with Bob Jenkins, Director of UNC's Center for Slavic, Eurasian, and East European Studies, in preparing a one day seminar for Civil Liason Teams about to deploy to Eastern Europe and Eurasia. That meant finding speakers able to discuss security concerns in the Baltic states, Bulgaria, Romania, Albania, Bosnia-Herzegovina, Kosovo, Macedonia, Georgia, and Turkey (with emphasis on the crisis in Syria). Turkey deployments have been confirmed. The lion's share of the work was done by Bob Jenkins, but we were proud to be able to play a role in this really valuable endeavor.

Once again, TISS enjoyed close relations with National Defense University's Center for International Security and Cooperation (CISA). Its students and faculty attended many of our events, and its faculty in turn participated in several panel discussions, to include those organized by Rolin Mainuddin on the North Carolina Central University campus as part of the TISS IC CAE program. In addition, a number of TISS members attended events hosted at Fort Bragg, notably the Third Annual CISA Special Operations Forces and Strategic Studies Symposium. The event was very lively and took place in a wonderful, brand new conference facility. We look forward to continued relationships with our friends and colleagues at CISA.

Finally, we should mention the electronic journal, American Diplomacy. Founded in 1996 by TISS fellow Henry Mattox, this continues to be maintained by the group of very distinguished retired diplomats who live in the area. The web site has received a recent facelift, and the articles and reviews it publishes continues to inform a very wide audience. Log on and enjoy! <http://www.unc.edu/depts/diplomat/>

### TISS Sponsored Events

The seminar series on the Military, War, and Society paused this past year and will do so again in academic year 2015-16. However, we did not lose sight of history. This year marked the centennial of a world defining event - the outbreak of World War I. On August 28-29, 2014, TISS joined forces with UNC's Curriculum in Peace, War, and Defense, to host a conference titled, "**A struggle on Five 'Fronts:' World War I in Embassies, on Land, at Sea, at Home, and with Coalitions.**" Presenters examined not just the military aspects of the war on land and sea, but also the diplomatic, coalition, and home front struggles engendered by the conflict. Its purpose was to convey its complex internal and external political dynamics. One panel was dedicated to the legacies of the war, with a particular focus on teaching. The conference showcased recent research but kept in mind the needs of an undergraduate and general audience.

TISS also cosponsored the **Gender , War, and Culture** series (organized by Karen Hagemann); and the **U.S. in World Affairs** and the **Ambassadors Forum** (both organized by Klaus Larres). Professor Larres reports that these latter are attracting ever larger audiences, averaging between 40 and 100 persons including quite a few from beyond the Triangle. A brief glimpse at the impressive scholars and practitioners who took part in these series explains why. See Professor Larres, You Tube channel, (<https://www.youtube.com/KrasnoUNC>).

### What's New in Administration?

There are just a few changes of which you should be aware. First, Alex Pfadt has stepped down as Coordinator of Duke's Program in American Grand Strategy. She will be close by (she is pursuing a Master's at Duke's Fuqua School of Business ) and will organize the Duke overseas staff rides and the Phillips Lectures. Alex has done an remarkable job for the last two years, most notably arranging the ambitious D-Day staff ride this last spring. We will miss her but are proud to welcome her replacement: Ali Breuer. A graduate of Duke University, Ali was active as an undergraduate in both TISS and AGS. Although AGS is now separately administered, Aly and Carolyn will continue to work together to coordinate activities and public talks organized by AGS staff will be continue to be cosponsored by TISS. As she did this past, year, Carolyn Pumphrey will organize core TISS events (New Faces, faculty seminars, and honor student dinners) and, with the assistance of Karina Ibrahim and Arthur Edwards, run TISS outreach and publicity. She will also continue to serve as project manager for the TISS IC-Center for Academic Excellence in Intelligence and Security. To our delight, Jenny Akin has agreed to serve as Strategic Operations and Policy Fellow after she returns from maternity leave. Her role is to help streamline the TISS Intelligence Community Center of Academic Excellence and also to run the UNC TISS National Security Policy Program. Those of you who know Jenny will realize how fortunate we are to have been able to enlist her help. We are also happy to present to you Abbey Rogers. Selected as a Wickersham last year, Abbey is a Junior at UNC-Chapel Hill. Abbey has volunteered to follow in the footsteps of Emily Werk and Mary Frances Buoyer, and tweet for TISS.

### What's Planned for Next Year?

We have a rich menu of events planned for next year. Dates have already been set for the TISS IC Simulation on Energy and Intelligence (Hunt Library, Raleigh, 6-7 November), for three TISS faculty dinner seminars - Mike Morgan, UNC-Chapel Hill (speaking at NCSU on "The Origins of the Helsinki Final Act" on 9 September), Robert Reardon, NCSU (speaking at Duke on nuclear issues on 8 December), and Missy Cummings, Duke (speaking at UNC on Drones on 13 January) as well as the TISS Honor Student Dinner (Friday Center, 15 April). The TISS Sixteenth Annual New Faces featuring graduate students studying security issues and military history, and the AWC Crisis Simulation on Cyprus are both scheduled for 2-3 October. Be on the look out for the TISS Annual Distinguished Lecture on Intelligence (fall), and the follow on conference on Energy and Intelligence (spring) as well as the TISS/NCSU Energy and Security Luncheon series. Guests who will visit Duke as part of the AGS program this fall will include Derek Chollet (1 September), Jessica Stern (10 October), Mike Gerson (17 September), Mel Middleton (30 September), General Abizaid (20 October) and Amb. Robert Jordan (12 November). Klaus Larres will also be holding his very successful Ambassadors Forum and the Lectures Series on the U.S. in World Affairs. Besides these, TISS is cosponsoring a two part conference on insurgency and counterinsurgency in Peru. All these events will be posted on the TISS web site as the dates become solidified. While we will continue to send out weekly announcements to those on our list-serv, we encourage you to log on to the TISS web site, where we maintain a calendar of a wide range of security-related events. **To post an event of your own, submit a request online at <http://tiss-nc.org/submit-your-event/>**



The TISS team from top to bottom: Abbey Rogers, Karina Ibrahim, Arthur Edwards, Carolyn Pumphrey and Jennifer Akin. Below and to the right: our youngest TISS member: Brayden Akin.

