

ALLIES

Our Mission

- Addressing the disconnect between the civilian and military sectors in policy making
- Strengthening the relationship between students, cadets and midshipmen
- Providing future leaders of America with the correct tools for understanding global threats

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*Alliance Linking Leaders in Education and the Services
Institute for Global Leadership at Tufts University
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Mission Statement

Understanding the American military is an integral factor in any analysis of U.S. foreign policy, we believe that there is a significant lack of knowledge amongst the civilian population of the United States about their own military. The civil-military gap is compounded by the limited academic opportunities for students at private liberal institutions across the United States to engage in these issues. We consider the disconnect between the civilian and military sectors to be detrimental to U.S. foreign policy decision making, policy execution, and support for and critique of military initiatives. The objective of ALLIES is to expand and integrate the ongoing relationship between the Institute for Global Leadership at Tufts University and the military's educational institutions. We hope to foster dialogue, encourage joint research opportunities, create activities between students at private liberal universities and our future military officers and servicemen, and to educate ourselves and our peers on the role of the U.S. military at home and abroad. With a new relationship between emerging leaders in the civilian and military sectors, a partnership will be founded that seeks to promote cooperation capable of addressing dilemmas central to our common future. As the United States moves forward into an increasingly complex world, a comprehensive understanding between the civilian and military sectors will continue to be crucial.

ALLIES in Action

Since its founding in the Spring of 2006, ALLIES has continued to look for new and innovative ways to cultivate the civil-military relationship at an academic level. Today, students of ALLIES are able to enjoy unique opportunities, such as planning and hosting a series of lectures and executive panels on the Tufts campus, attending various conferences held by the United States service academies, and hosting cadets and midshipmen at the conferences held by the Institute for Global Leadership.



ALLIES Co-Founders Peter Maher ('07), Padden Murphy ('09) and Susannah Hamblin ('07) with Colonel John Alexander
Pentagon, April 2006

ALLIES Events at Tufts



Lt. Gen. (Ret.) David Barno and Former Interior Minister of Afghanistan, Ali Jalali with ALLIES Vice-Chair Peter Maher ('07)
Tufts University, February 2007

ALLIES members spent a significant amount of time formulating the ideas and organizing the logistics behind many events held on the Tufts campus. Each lecture or panel

discussion featured one or more distinguished guests who not only educated the audience on their particular expertise but fostered a dialogue among the students. Each

event was created in the mission of including the military perspective in discussions of global dilemmas.

"Security and Stability in Afghanistan"

On February 9th, 2007 ALLIES hosted Lieutenant General (Ret.) David Barno and Former Interior Minister of Afghanistan Ali Jalali for a panel discussion on the current dilemmas facing Afghanistan's national security.

Lieutenant General (Ret.) David Barno is the Director of the Near East South Asia Center for Strategic Studies at the National Defense University. He spent 19 months starting in October 2003 commanding over 20,000 U.S. and Coalition forces in Combined Forces Command - Afghanistan. He was responsible to CENTCOM for regional efforts in Afghanistan, most of Pakistan and southern parts of Uzbekistan and Tajikistan.

Minister Ali A. Jalali, the former Interior Minister of Afghanistan (2003-2005), is currently serving as both a Distinguished Professor for the Near East South Asia Center for Strategic Studies and as a researcher for the Institute for National Strategic Studies at the National Defense University. As Interior Minister he created a trained force of 50,000 Afghan National Police and 12,000 Border Police to work effectively in counter-narcotics, counter-terrorism, and criminal investigation.

"...interlinked problems of Afghanistan need integrated solutions. An approach must be comprehensive if it is to be successful."

-Lt. Gen. David Barno

(As quoted by the Tufts Daily)



Lt. Gen. (Ret.) Barno and Minister Jalali
Tufts University, February 2007

This speaking engagement can be considered the fruition of ALLIES' attempts during the first year since its inception to combine both military and civilian perspectives of two former high ranking officials in a dialogue on issues of extreme importance to our day and age. An audience of undergraduates, graduate students, professionals, and university faculty from the Boston area was captivated by the discussion on Afghan security dilemmas, suggestions on alleviating these dilemmas and impediments to their efficient policy execution. As was reaffirmed by our panel participants, problems in Afghanistan will not be solved solely or even primarily through military means. Rather a combination of infrastructural development, economic empowerment, agricultural reform, political enfranchisement, and the strengthening of the Afghan National Police and Army will be required to stabilize the volatile countryside and protect the democratically elected government.

"North Korea's Nuclear Threat"

On January 22nd, 2007 ALLIES hosted Dr. Robert S. Ross, Mr. James Schoff and Dr. Jim Walsh for a panel discussion on the security challenges of North Korea and the global implications of their nuclear weapons programs. The event was conceived as a forum to better understand the October 2006 North Korean nuclear test. Each panelist had a unique interpretation of what had happened, what the regional response would be, and what the U.S. should do to avoid escalation. After each panelist spoke for ten minutes, there was a lively question and answer session in which the panelists sparred with each other and the audience for half an hour. The event drew approximately 100 students from the Tufts community.

Dr. Robert S. Ross is a professor at Boston College. Dr. Ross's research focuses on Chinese foreign and defense policy, with an emphasis on China's use of force and deterrence strategies, China's security policy in East Asia, and U.S.-China relations. His current research project examines deterrence dynamics in East Asia and the implications of the rise of China for East Asian security and U.S.-China relations. Dr. Ross is also a Research Associate of the John King Fairbank Center for East Asian Research at Harvard University, a senior advisor of the Security Studies Program at MIT, and a member of the Council on Foreign Relations.

Mr. James Schoff is the Associate Director of Asia-Pacific Studies at the Institute for Foreign Policy Analysis (IFPA) where he specializes in East Asian security issues, international crisis management, and Japanese and American foreign policy. Since 2003, Mr. Schoff has been directing a multi-year IFPA project supported by the Carnegie Corporation called "Building Multi-Party Capacity for a WMD-Free Korea," which involves scholars and government officials from the United States, South Korea, China, Japan, Russia, and Australia.

Dr. Jim Walsh is a Research Associate at MIT's Security Studies Program. His 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, Dr. Ross, Mr. Schoff and ALLIES member Zach Landau ('07) Tufts University, January 2007



Hassan Abbas, Tufts University, 2006

"We can only change [the situation] if we understand the politics of the people on the ground."

-Hassan Abbas

"Allah and the War on Terror"

On November 13th of 2006, ALLIES held its first lecture of a series, featuring Hassan Abbas, a Research Fellow at Harvard's Belfer Center International Security Program.

Hassan Abbas is an ex-Pakistani government official and author of *Pakistan's Drift into Extremism: Allah, the Army, and America's War on Terror*, a best-seller in both India and Pakistan, where he calls for the use of soft-power to counter the instability around the Pakistani-Afghani border.

Abbas spoke to Tufts students about Pakistan's and NATO's fight against al-Qaeda and the Taliban in Afghanistan, the Northwest Frontier Provinces and the Federally Administered Tribal Areas. Regional solutions to security issues will require efficient coordination between NATO, the United States, Afghanistan, and Pakistan, something with which the players involved have had limited success.

Hosting Cadets and Midshipmen at Tufts

"I wish every student at USMA, or any institution for that matter, could have exposure to this type of venue with such a great wealth of experiential knowledge and cultural insight." -USMA Cadet

For seven years, the Institute for Global Leadership has invited cadets and midshipmen from the United States Military Academy and Naval Academy to many events on the Tufts campus. Since the founding of ALLIES, we have been able to expand

the activities and venues for interaction between Tufts students, the cadets and midshipmen. During their stay, the cadets and midshipmen become fully immersed in Tufts' student life by living in the dorms, eating in the dining halls, attending classes and experiencing the social

environment with their hosts. This is always an excellent time to build upon past relationships and establish new ones, as the students are able to share their own experiences and hear about how their lives compare and contrast.



Cadets and Tufts students eating dinner together at the Tufts campus center
Tufts University, January 2007



CDT Peter Cournia ('07)
participating in a panel for the
Iraq Policy Study
Tufts University, January 2007

"Guantanamo: How Should We Respond?"

The Institute for Global Leadership held a panel on Guantanamo Bay in collaboration with the Seton Hall Law School Guantanamo teach-in proceedings on October 5, 2006. With more than 200 schools in at least 44 states already participating, it was an unprecedented collaborative effort of academia, journalism, religion, medicine and even the military in exploring the U.S. government's detention policy and practices in the "war on terror." The Tufts panel included dignitaries such as Ambassador John Shattuck, the former U.S. Assistant Secretary of State for Democracy, Human Rights and Labor, Alberto Mora, the former General Counsel of the U.S. Navy, and Sabin Willet who currently represents Guantanamo Bay prisoners on a pro bono basis. ALLIES hosted 19 cadets from the United States Military Academy.

"Iraq: Moving Forward"

From January 29–31, the Robert and JoAnn Bendetson Global Public Diplomacy Initiative, in collaboration with the Institute for Global Leadership and The Project on Justice in Times of Transition, hosted an array of experts and diplomats to discuss how the U.S., its Iraqi, regional, and coalition partners should proceed in Iraq. The group of distinguished guests included the Former Minister of Defense and Trade of the Interim Iraqi Government Council, Ali Allawi and the Former Commander of Special Operations in the Iraqi Ministry of Defense, Brigadier General Khalid Hamid Al Doori.

During this symposium, ALLIES hosted 14 cadets from the United States Military Academy at West Point. The group of students attended a panel and roundtable discussion as well as participated in a private roundtable where students from Tufts and West Point were able to engage in a more intimate dialogue on the issues at hand. The topic of how to move forward in Iraq is complex and multi-dimensional. The roundtable participants grappled with the intricacies of troop withdrawal, territorial partitioning, and regional influences and dynamics.

<http://www.tuftsgloballeadership.org/programs/allies.html>

"The only certainty is that unless all the parties to the conflict can pull themselves and the communities they represent back from the brink of self destruction, Iraq will disintegrate and its people will be devoured by war..."

-Institute for Global Leadership

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"Asia's Rising Giants: China and India"

On February 22-25 a delegation of 10 cadets from USMA attended the Tufts Initiative for Leadership and International Perspective program's annual symposium. The cadets were joined by their counterparts from Chinese and Indian universities to interact with each other and symposium discussants on issues ranging from Culture as Empire, Oil and Gas Dominance, and Security Implications.

Although the U.S. remains fully engaged in the Global War on Terrorism, long-term strategic threats related to the rise of China and India should not be overlooked. The USMA and Tufts students gained insight as to how to meet these challenges by using American diplomatic, economic, and military leverage.



Major John Gallagher, American Politics Program, USMA
Tufts University, January 2007

"Global Crisis: Governance and Intervention"

From March 1-4 ALLIES hosted delegations from the U.S. Military Academy, U.S. Naval Academy, and U.S. Air Force Academy attending the EPIIC International Symposium "Global Governance: Crisis and Intervention."

The Education for Public Inquiry and International Citizenship (EPIIC) is a yearlong multidisciplinary course focusing on a chosen theme. One of the culminating events of the class is the four-day international symposium held annually at the beginning of March. 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.

Under the overarching theme of global governance, panels were created pertaining to such diverse issues as multinational corporate governance, the prospects of

democratic reform in the Middle East, the underground economy and illicit trade, and the militarization of humanitarian space. Our speakers included the former United Nations Deputy Secretary-General, Mark Malloch-Brown, the editor of *Foreign Policy* magazine, Moises Naim, the former National Security Advisor to Al Gore, Leon Fuerth, and the CEO of Citigroup, Charles Prince.

ALLIES hosted 14 delegates total: ten from USNA, three from USMA, and one from USAFA. These cadets and midshipmen attended all the panels and were able to interface personally with the experts in the various formal and informal social events planned for the symposium. Throughout the weekend the cadets and midshipmen were housed with Tufts students to maximize the opportunity for civil-military dialogue throughout the symposium.

The response from both the cadet

and midshipman delegates, and the EPIIC students, was overwhelmingly positive. For many of the Tufts students, the symposium was their first opportunity to talk to members of the U.S. military. Many remarked later that their interactions went a long way to helping them dispel the misconceptions they previously held about the armed forces.

The delegates from the academies appreciated not only the unique intellectual rewards of the symposium, but also the chance to serve as ambassadors for a segment of the American populace that is woefully underrepresented at Tufts University. Both the delegates and the Tufts students expressed great interest in participating in similar programs at future events.



Director of the Institute for Global Leadership, Sherman Teichman speaking with USMA cadets and Tufts students
Tufts University, February 2007



Roundtable discussion with USMA cadets and Tufts students
Tufts University, February 2007

Visiting the U.S. Service Academies Student Conference on United States Affairs

United States Military Academy, West Point, NY

The Student Conference on U.S. Affairs (SCUSA) is a four-day conference bringing together students from over 150 schools. Delegates participated in round table discussions on a variety of current issues and on the problems faced by all the major world regions. This year's conference dealt with "Challenges to Security: Extremism, Resources, and Globalization." Roundtable topics ranged from the challenges of insurgency to global social concerns. At the end of the conference, students generated a short policy proposal paper discussing the issues they identified and the solutions they came up with over the course of the discussion.

Tufts University was represented at SCUSA 58 with six students. All of the delegates were members of ALLIES who were sent under the auspices of the Institute for Global Leadership and the Tufts International Relations Department. Peter Maher ('07), Susannah Hamblin ('07), Zachary Landau ('07), Michael Abare ('07), Nancy Henry ('09), and Sade Campbell ('07) participated in all of the conference's events. While staying in the barracks with the cadets, the Tufts students also attended panel discussions, a keynote lecture, and participated in six different round table discussions.



Keynote Banquet
West Point, NY 2007

United States Air Force Academy Assembly

United States Air Force Academy, USAFA, CO

Convened annually since 1959, the United States Air Force Academy Assembly is an undergraduate student conference sponsored jointly by the Air Force Academy and Columbia University's American assembly. Held on the Academy grounds at the base of the Rampart Range, this student planned and executed conference provides a unique opportunity for over 200 highly qualified undergraduates to discuss a topic of contemporary significance. Delegates to the 49th Academy Assembly tackled the topic of "Continent at a Crossroads: Prosperity, Justice, and Security in South America".

Prominent academics, government officials and businesspersons serve as speakers and roundtable leaders. Students capped the week of hard work with a written consensus report reflecting the dominant views of the group and policy recommendations. The highly acclaimed report is widely distributed to both academic and government institutions. ALLIES had the distinct opportunity to send two delegates across the country to participate.



Tufts Students and Cadets in discussion
West Point, NY 2006

Naval Academy Foreign Affairs Conference

United States Naval Academy, Annapolis, MD

From April 9–12, ALLIES sent two delegates to the 47th Naval Academy Foreign Affairs Conference to discuss Asia at the Crossroads. The conference represents a unique exercise in civil-military relations as a chance for civilians and service members to interact and engage in dialogue with one another over the course of the week.

ALLIES delegates Jesse Sloman ('09) and Gregory Meiselbach ('09) sat on the 'Future of the US-Japan Alliance' and 'Energy Security-Competition between China and India' roundtables respectively. They hashed out the intricacies of Japanese constitutional reform and transcontinental pipeline routes over the course of six meetings. These discussion sessions were broken up by addresses given by the Honorable Dr. Henry Kissinger, former National Security Advisor and Secretary of State; Admiral Gary Roughhead, USN, Commander of the US Pacific Fleet; and Dr. Thomas J. Christensen, Deputy Assistant Secretary of State.

<http://www.tuftsgloballeadership.org/programs/allies.html>



United States Naval Academy, 2007

As an academic event, NAFAC excelled in bringing together both experts and students in an intimate, thought-provoking environment. No less important, however, was the opportunity for the Tufts delegates to peek into the lives of the midshipmen and active-duty military personnel in a manner rarely afforded them back home or on campus. These connections form the bedrock of civil-military relations in our country and ALLIES looks forward to promoting and strengthening them in the future.

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External Conferences

“The Interagency Process in Support of Security Operations: The Integration and Alignment of Military and Civilian Roles and Missions”

Texas A&M University, College Station, TX

From April 5-7 2007, two ALLIES members, Peter Maher and Michael Abare, attended a conference at Texas A&M entitled “The Interagency Process in Stability and Support Operations: The Integration and Alignment of Military and Civilian Roles and Missions.” The research symposium was co-hosted by the Bush School of Government and Public Service and the U.S. Army War College’s Strategic Studies Institute. Veteran defense and military professionals partook in this event, the mission of which was to develop and strengthen the understanding of U.S. military and government leaders’ responsibilities for ensuring effective interagency cooperation in stability and support operations.

Being the only two undergraduate students at the symposium, the two ALLIES participants enjoyed a complete immersion into dialogue on how the government works (or doesn’t work) in the operationalization of interagency processes, focusing mainly on the interaction between the Departments of Defense and State and the U.S. Agency for International Development. Throughout these discussions it became blatantly apparent that a vital component in ensuring a smooth interagency process was that of professional education. Since the Goldwater-Nichols Act of 1986, professional military education has become a prerequisite for promotion to command, staff, and flag officer positions. The future of interagency processes needs to draw from the idea of “jointness” in the military in that there must be an educational program tailored to military personnel and civilians in the various governmental departments. ALLIES attempts to sow these seeds of joint civil-military education at the undergraduate level and the two ALLIES members in attendance were inspired and motivated by that which was addressed at the Texas A&M symposium – inspired and motivated to seek new avenues within ALLIES to engage in this prescient dialogue.

“Fuerzas Aliadas Humanitarias (FAHUM)”

Guatemala City, Guatemala

Fuerzas Aliadas Humanitarias 2007 (FAHUM 07) is a regional disaster relief seminar co-sponsored by U.S. Southern Command and the Guatemalan Ministry of Defense. Military and civilian agencies throughout the Western Hemisphere participated from May 7–11 to enhance civil-military cooperation and build humanitarian assistance capabilities. This year’s exercise theme was “New Approaches to Old Threats: Seismic Events and Regional Health Issues.”

A direct manifestation of such issues demanding effective joint civil-military coordination is disaster relief. Consequently, ALLIES sent a delegation of two students, Cadet Peter Cournia ('07) of USMA and Ms. Susannah Hamblin ('07) of Tufts University to the FAHUM07 conference in Guatemala City.



CDT Cournia ('07), Mr. Gregg Nakano and Susannah Hamblin ('07) at FA-Hum Guatemala City, May 2007

As founding members of ALLIES the delegates had three primary goals. The first was to educate themselves on the civil military interactions necessary for successful humanitarian aid and disaster responses. Second, they sought to interview an array of civil and military organizational leaders in order to raise awareness of ALLIES’ efforts and garner support for future partnerships and projects. Finally, they used the resources, contacts, and ideas gained from their participation to develop a refined strategy for reaching the objectives of ALLIES.

In order to fulfill these goals, Cadet Cournia and Ms. Hamblin attended lectures on a multitude of topics including vulnerability assessment, relief policy and procedures, and lessons learned from past relief operations. They were able to sit down with experts such as Mr. Bert Tassing from the U.S. Army War College and Department of Homeland Security, Mr. Chuck Royce of the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), Ms. Alicia Galvany of the Civil Affairs Division of U.S. Army South, as well as many civil and military leaders operating within SOUTHCOM’s area of responsibility. Through these meetings the ALLIES delegates gained exceptional insight regarding the history of civil-military relations and the institutional barriers to complete collaboration.

“Jordanian Counterterrorism Strategy in the Post 11/9 Security Environment”

Amman, Jordan, Summer 2007



The first annual ALLIES Joint Research Project (JRP) with the U.S. Military Academy has recently concluded. The trip, consisting of four Tufts students, three West Point cadets, and one West Point faculty member, took place in Amman, Jordan from 1 - 15 June. The overall focus of the research was on Jordanian counter-terrorism strategy in the post-November '05 environment, regional security issues as they affect Jordan, and Jordan's strategic partnership with the U.S. in the Global War on Terrorism. The research team held approximately 30 meetings over the two-week period with high ranking government, military, and U.S. Embassy officials, prominent individuals from the media and civil-society, members of parliament, and leaders of local NGOs and think tanks.

The principal professional benefit, which is unique to this project, comes from the structure of the delegation itself. A relationship between civilian governmental leaders and military officers based upon mutual understanding and respect is crucial to the development and execution of a sound foreign policy program. We believe that starting this relationship at the undergraduate level will encourage the leaders of America's universities and academies to become better suited for positions of senior leadership in the future. By preparing, traveling, and researching together, the Tufts students and USMA cadets gained a reciprocal awareness of each others' thought processes and conceptual frameworks. The combination of each group's respective analytical and problem-solving attributes enhanced the quality of our research strategy, the examination of the research, and the final research product. Moreover, each participant took away a self-reflective experience of their own techniques and adapted that which they have learned from the other participants to their methods. The experience of collaborating in these intellectually formative years will help each student work more efficiently and successfully in future academic and professional careers in positions of leadership.

Jordan's position as a relatively moderate Arab government receptive of American initiatives in the Middle East makes it a valuable anomaly that demands close academic analysis. As scholars and policymakers scramble to understand the impetuses of radicalism and terrorism in the Middle East important lessons can be learned from a state that has suffered directly from terrorism and diligently continues to curb the forces of extremism. The questions we ask in our research proposal are specific to Jordan, but our conclusions will be valuable to the broader theme of counterterrorism and counter-radicalization. These conclusions will have direct and meaningful bearing on the debate of American policy in the Middle East and on the strategy for confronting radicalism across the globe.

In addition to presenting our academic conclusions about the broader implications of our research, a reflection will be published in monograph format on our methodology, the analysis of the research, and the overall experience of the collaborative academic venture. By making the JRP concept more widely understood, we hope to broaden the perspectives of our respective academic communities, not just the individual participants. By publishing and presenting the research at subsequent events, the participants will engage their respective communities in continued dialogue and debate over issues central to our time. Moreover, the JRP will help to further institutionalize the relationship between Tufts and the academies, so that future Tufts students, cadets, and midshipmen will have the opportunity to work and think together to solve contemporary dilemmas.



The Future of ALLIES

In its first full year, Tufts students, in conjunction with their military counterparts have made incredible steps in developing the ALLIES program. The future promises to expand this relationship between the military and civilian sectors, at the undergraduate level, encouraging the leaders of America's universities and academies to become better suited for positions of senior leadership in the future.



Tufts University ALLIES Members

Plans for the Future:

- Extend the ALLIES program to there Liberal Arts and Engineering Universities
- Educate Graduate Level and War Colleges on the value of the ALLIES programs
- Create an annual seminar on civilian military affairs, including ALLIES programs from all participating universities and military academies
- Expand ALLIES to include projects with a focus on humanitarian aid and disaster relief, homeland security, and interagency cooperation.
- Continue to improve the ALLIES program on the Tufts Campus, educating students and faculty on the necessity of integrating the ALLIES mission into academic departments and curriculum.

