The Twenty Second
SUMMER WORKSHOP
ON ANALYSIS OF
MILITARY OPERATIONS
AND STRATEGY

July 8 – 22, 2018
at
Cornell University
Ithaca, New York

SWAMOS 2018

Sponsored by
Columbia University’s
Saltzman Institute of
War and Peace Studies

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

Among the topics considered in both
historical and contemporary
perspective, are:
- Utility and limitations of force as an
  instrument for achieving political
  objectives
- Conventional land and air warfare
- Approaches to evaluating tactics,
  operational plans, and strategies
- Unconventional warfare
- Defense budgeting and program
evaluation
- Methodological issues and debates
  about assessment of military
effectiveness.

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

Please note that in contrast to earlier
years, the 2018 workshop will last for
two weeks.

Instructors
The instructors combine experience in
academic analysis, the Washington D.C.
policy milieu, and the military
profession.

Directing faculty are Professors Richard
Betts (Columbia) and Stephen Biddle
(George Washington).

In addition to the directing faculty,
visiting lecturers who have come to
previous workshops for several days at a
time have included: Eliot Cohen (SAIS),
Paul Pillar (Georgetown), Conrad Crane
(Strategic Studies Institute), Stephen
Rosen (Harvard), Stephen Kidder, John
Nagl, and Kevin Weddle (U.S. Army),
Tami Biddle (Army War College), Martha
Crenshaw (Stanford), Peter Feaver
(Duke), Michael Handel and Cdr.
Michael O’Hara (Naval War College),
Wade Hinkle (IDA), Jane Holl (Carnegie
Commission), Capt. Wayne Hughes
(Naval Postgraduate School), Andrew
Krepinevich (CSBA), Richard Kugler
(RAND), Ben Lambeth (RAND), Susan
Marquis (Department of the Navy), Karl
Mueller (RAND), Gen. William Nash
(Harvard), Robert Pape (Chicago),
Audrey Kurth Cronin (CRS), Mark
Cancian (Department of Defense), Mary
Habeck, (SAIS), Daniel Byman
(Georgetown), Michael O’Hanlon
(Brookings), Kenneth Pollack (CFR), Alex
Roland (Duke), Capt. Peter Swartz
(CNAC), Barry Watts (Northrop
Grumman Analysis Center), Cindy
Williams (MIT), Andrew Exum (CNAS),
Owen Coté (MIT), Janine Davidson
(CFR), and Caitlin Talmadge (GWU).

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

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

SWAMOS will pay for participants' travel
and room and board during the
workshop and they will be housed on
the Cornell campus. In contrast to some
earlier years there will be no additional
stipend.

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

Past participants have been junior
faculty and graduate students from
Brandeis, Cambridge, CIDE, Columbia,
Cornell, Duke, Fletcher, Georgetown,
Harvard, Johns Hopkins, McGill, Moscow
State, Notre Dame, U.S. Air Force
Academy, NYU, Ohio State, Oxford,
Penn State, Princeton, Quaid-I-Azam,
Rutgers, Stanford, Stellenbosch,
Sciences Po, Technion, Texas A&M, Yale,
universities of California, Calgary,
Chicago, Hull, Illinois, Georgia, Maryland,
Michigan, North Carolina, Pennsylvania,
Humboldt, Haifa, Pretoria, London,
Virginia, Washington, and other
institutions.
Application Form

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

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

13. How much do you know about military policy, strategy, operations and history? What literature on the subject (if any) have you explored? Do you have any relevant experience?

14. What are your future plans for research, teaching, or public service? What use might you make of what you would learn in the workshop?

15. References: (1) Who will send your letter of recommendation? (2) List one other person who can comment on your qualifications and potential if the selection committee wishes to inquire. (Include phone numbers or e-mail for both.)

To Apply

Reproduce the application form and send it to us either as an email attachment in PDF format to:

swamos-info@columbia.edu

or by regular mail to:

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

Applicants must also arrange to have a letter of recommendation (hard-copy) sent by regular mail to Professor Betts.

The application and letter of recommendation must arrive by:

March 1, 2018

For more information go to www.siwps.com/swamos

or email:

swamos-info@columbia.edu

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

Evaluations from Previous Participants

“Downright fantastic.”

“Best academic environment I’ve been in…”

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

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

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

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

“I would have paid money to attend the workshop.”

“SWAMOS greatly exceeded my expectations on many levels.”

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

“... a once in a lifetime experience.”

“... one of the most valuable professional experiences I’ve ever had.”

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

“... high learning curve, excellent instruction.”

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

“An extremely valuable experience... not just in terms of nuts and bolts, but in thinking more broadly about why [to] study this subject.”

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

“I’ve read things I would not otherwise... and I’m glad I did.”

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

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

“It will likely have a long-term impact on my work and life.”