

*The Twenty Fourth*  
**SUMMER WORKSHOP  
ON ANALYSIS OF  
MILITARY OPERATIONS  
AND STRATEGY**

**July 5 – 19, 2020**

*at*  
**Cornell University  
Ithaca, New York**

**SWAMOS 2020**

*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 some earlier years, the 2020 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 (Columbia).

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), Bruce Blair (Princeton), 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 (CSIS), Mary Habeck, (SAIS), Daniel Byman (Georgetown), Michael O'Hanlon (Brookings), Kenneth Pollack (CFR), Alex Roland (Duke), Capt. Peter Swartz (CNA), Barry Watts (Northrop Grumman Analysis Center), Cindy Williams (MIT), Andrew Exum (CNAS), Owen Coté (MIT), Janine Davidson (CFR), Jacqueline Deal (LTSG), and Caitlin Talmadge (Georgetown).

## **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, George Washington, Harvard, Johns Hopkins, McGill, Moscow State, Notre Dame, NYU, Ohio State, Oxford, Penn State, Princeton, Quaid-I-Azam, Rutgers, Stanford, Stellenbosch, Sciences Po, Technion, Texas A&M, U.S. Air Force Academy, Yale, universities of California, Calgary, Chicago, Georgia, Haifa, Hull, Humboldt, Illinois, London, Maryland, Michigan, North Carolina, Pennsylvania, Pretoria, 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  
Columbia University  
420 West 118 St. #1336  
Mail Code 3347  
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, 2020**

For more information go to [www.siwps.com/swamos](http://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."*