



# Cohen's Corner 2013

Dr. Eliot A. Cohen, Director

First, alas, a sad note: I just learned of the untimely passing of retired Colonel Harry Spies, USMC (ret.) who was an MIPP at SAIS almost twenty years ago. He was a man of wonderful integrity and passion, who forged friendships at SAIS that carried with him right to the end of his long battle with cancer. All of us send Jeanie and their children our condolences. It was a life nobly and bravely lived.

Judy and I have been spending the fall semester in Bologna, on sabbatical leave. Its been a terrific experience, not least because at long last, I have some idea of what our students who have spent a year in Bologna have been raving about. Its not just the food (although it is going to get hard to re-acustom oneself to those balls of pink wax we call tomatoes): it's a wonderful community here, which has welcomed us both. I do have a stronger appreciation than before of how complementary the Bologna experience is to that of Washington – a smaller, less program-

oriented, in some ways just as intense experience of a very different kind than that which is more familiar to me.

While here, in addition to meeting students (some thirty Strat concentrators!) and dispensing such wisdom as I have about career management, I have been teaching Shakespeare on war and politics. We have read Macbeth, Coriolanus, Julius Caesar and Richard II together. I piloted this program last spring in Washington, and it was a great success in both places, I'm glad to say. And, thanks to Anita Antenucci, we were able last spring to see Coriolanus at the Shakespeare Theater Company in Washington, enjoy a reception hosted by her, and meet with the director and dramaturge, who researches the history of the play.

In Bologna, as in Washington, I was struck by the timelessness of the predicaments and of the language. The ambitious political climbers who don't quite understand that one dirty deed

*(continued on page 3)*

## Film Series: Spotlight on Students

By Mike Kulikowsky (MA14) & Scott Hertling (MA14)

The Strategic Studies Department offers a variety of speaker series featuring myriad professionals, from Ambassadors to politicians to professors. But only the "Strat Film Series" puts students at center stage. The Film Series capitalizes on the diverse backgrounds of SAIS M.A., M.I.P.P., and Ph.D. students, allowing them to present their experiences or areas of expertise after screening a film on a similar topic.

Staff Rides are a crucial driver of the Series. In September, Strat students gathered to view portions of Richard Maxwell's "Gettysburg," before the Staff Ride to this historic battlefield, which occurred the following weekend. After the screening, the two Staff Ride Quartermasters – Nate Rozelle (MA14) and Mike Youn (MA14) – led a discussion on some of the major themes of the battle. The expertise of the Quartermasters coupled with the sights and sounds of the battle portrayed by the film set the stage for a great Fall Staff Ride.

In the most recent event in October 2013, students viewed "Blackhawk Down" and were engaged by current and former members of the US Special Operations community. These stu-

dents – including a former US Army Ranger, three US Navy SEALs, and three Army Green Berets – presented on their experiences in, as well as the mission of, US Special Operations.

The spring semester will include an event relating to the upcoming International Staff Ride to France and Belgium that covers the conclusion of World War I. There are also plans to screen "The Pentagon Wars." Following the film, student Eric Lindsey (MA14), an analyst at the Center for Strategic and Budgetary Assessment,

*(continued on page 5)*

Inside this issue:	
Fifth Strategic Studies Annual Fund	2
Interview with Adjunct Prof. Chase	3
Fall Staff Ride 2013	4
SAIS Europe Defense + Intel Club	5
Defense Against the Dark Arts	6
Interview with the Director in Bologna	7
Alumni Staff ride 2013	8
Alumni Dinner 2013	9
Quantico Leadership Perspective	10

# Fifth Strategic Studies Annual Fund

By Henry Nuzum (MA09)

Thank you very much to the scores who contributed to the 2013 Annual Fundraiser, our fifth consecutive drive, making it a tremendous success. We shattered all previous records. This year, 125 alums (previous record: 66) contributed \$41,620 (previous record: \$33,316), and \$31,620 pre-match (previous record: \$20,005). As participation continues to be our prime focus, we are

*“...donors represented 21 different classes, stretching from 1980-2013.”*

very excited to have rocketed from a plateau in the mid-60s, blasting through the 100-gift barrier, nearly doubling our previous participation record. (Please see table below for all historic results)

We were pleased that donors represented 21 different classes, stretching from 1980-2013. The classes of 2007 and 2013 tallied the most gifts, tied at 18. Several other classes gave 10 or more contributions: 2008, 2011, and 2012. Of course, earlier classes are smaller and handicapped in measurements of absolute numbers; 2004, of the era when Strat was smaller, did particularly well with 8 gifts.

As with the past couple years, this year’s drive will ensure that extracurricular educational experiences continue to enhance the classroom and

remain available to all Strat students. This includes stateside Staff Rides, the Quantico trip, other field trips, the film series, and guest speakers. As government and foundation dollars have receded in the wake of the recession, the Annual Fundraiser is more important than ever to the burgeoning department, which now has 133 concentrators.

Many are responsible for our success. Most importantly, we thank all the 125 donors, whose gifts reflect widespread loyalty to the department and an appreciation that Strat’s lessons endure long after graduation. We especially appreciate the generosity of Marijke Jurgens Dupree (MA92), who continued her leadership of years past with a \$10,000 match, and Kevin Chalker (MA03), whose \$10,000 gift ensured that we smashed our previous records.

We thank the 15 Class Reps: Mara Karlin (MA05, PhD12), Chris Maletz (MA06), Josh Marks (MA07), Warren Wilhide (MIPP08), Tali Wenger (MA08), Spencer Abruzzese (MA10), Dan Schneiderman (MA11), Brittany Andrews (MA12), Lori Hammer (MA12), Conor Halloran (MA12), Phill Lohaus (MA12), Jonathan Welch

(MA13), Morgan Hitzig (MA13), Steve Farole (MA13), and Matthew Williams (MA13).

Each Class Rep reached out to a couple dozen (and in Spencer’s case, several dozen!) alums, ensuring that we made individual appeals to over 300 people. The Alum Affairs/Development team was critical to our success, with special thanks to Margaret Frondorf, Liz Levine and Candice Duggan. Finally, we thank David Fuhrmann and the Alumni Council for their leadership.

Why the big surge in giving this year? Among other factors, Steve Riccardi (MA06) and I were very fortunate that Stephanie Papa (MA13) and Kimberly Pucher (MA13) volunteered to help us organize the drive. Their technophilia wowed us, their industry motivated us, and their bonhomie inspired a pack of new Class Reps to join us.

We’ll be kicking off the 2014 drive this fall. Since individual appeals are our most effective technique, we are eager for additional Class Reps, particularly from the Class of 2009 and the Classes of 2004 and earlier. If you’d like to volunteer, please email us at [stratstudies-fundraiser@gmail.com](mailto:stratstudies-fundraiser@gmail.com). If you have any suggestions on how to improve the drive, please email the same address.



Year	# of Gifts	Funds Raised	Funds Raised pre-Match
2009	21	\$3755	\$3755
2010	65	\$23,762	\$13,762
2011	66	\$30,005	\$20,005
2012	63	\$33,316	\$18,316
2013	125	\$41,620	\$31,620

## Interview: Adjunct Faculty Michael Chase

By Cristina Garafola (HNC12, MA13)

A senior political scientist at RAND and a new member of the Strategic Studies adjunct faculty, Dr. Michael Chase received his MA and PhD from SAIS. His current research includes Chinese nuclear and conventional missile force modernization, China's counter space capabilities, China's strategic threat perceptions, and Chinese naval developments. He is the author of the book *Taiwan's Security Policy: External Threats and Domestic Politics* as well as numerous articles on Chinese military issues.

Q: You completed your MA and PhD at SAIS, and now you've returned to teach on Chinese security issues. How did your career progression bring you back to SAIS?

A: When I was finishing my dissertation at SAIS, I was lucky enough to have the opportunity to join the faculty at the Naval War College in Newport, RI. I first taught in the Strategy and Policy Department and then worked in the Warfare Analysis and Research Department. I was a China Studies student at SAIS, and I took a number of Strategic Studies courses as well. What I learned at SAIS really helped prepare me to teach at the War College. In September, I came back to D.C. to start a new job as a senior political scientist at RAND. I worked at RAND earlier in my career and it's great to be back now. When I learned that I was returning to RAND, I talked with Professor Cohen and Professor Lampton about teaching a class at SAIS. I enjoyed teaching at the War College and I thought

it would be great to continue teaching about Chinese security issues now that I'm back in Washington, so I'm glad we found a way to make this work.

Q: Your class this semester on the Chinese People's Liberation Army (PLA) is one of the few courses anywhere on the subject. Can you tell us more about it?

A: The main focus of my class is the impressive modernization of the Chinese military since the 1990s. It provides an overview of some broader security issues such as how the PLA's missions and responsibilities are evolving along with China's economic development and the expansion of its overseas interests. It also covers China's defense budget and its defense research, development, and acquisition system, and the PLA's growing air, naval, missile, and space capabilities. Moving beyond hardware, the course addresses organizational and institutional issues, like military training reforms and attempts to deal with corruption in the PLA. The course concludes with an assessment of the implications for the United States.

Q: The Third Plenum recently concluded in China. Are there any interesting reforms in store for the PLA?

A: Most of the commentary suggests there will be some reforms aimed at improving the PLA's ability to take advantage of information technology and to more effectively conduct joint operations. Major organizational reforms--like replacing the military regions with a joint command system--would probably be very difficult to accomplish, mainly be-

cause they would face opposition from groups that would see such sweeping changes as a threat to their interests, so we'll just have to wait and see what happens.

Q: Do you think U.S.-China military-to-military relations are on a positive or a negative trajectory?

A: I think they're on a positive trajectory right now. Chinese leaders have been talking about building a "new type of major country relations" between China and the United States, and that includes working to forge a more constructive military-to-military relationship. The PLA and the U.S. military recently conducted a humanitarian assistance and disaster relief exercise together in Hawaii, for example, and anti-piracy is another area where I think it's fair to say there are some opportunities to work together more closely. But there are some real differences as well, and there's growing competition in a number of areas. Talking openly about those differences in our interests where they exist, and finding constructive ways to manage that competition is in everyone's interests, but we should probably have relatively modest expectations.

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<https://jhweb.dev.jhu.edu/eforms/form.do?formId=8025>

## Cohen (cont.)

(continued from page 1)

necessitates another, and another, and another; the henchman who learns, too late, "that they do not love poison who do poison need"; the difficulty we some times have in sorting out our own motivations.

In fact, this looks to become something of an institution: this spring it will be Antony and Cleopatra, Henry IV Parts I and

II, and Richard III. I am glad of it.

On other fronts, one piece of personnel news. Dr. Thomas Mahnken, known to so many of you, will be transitioning full time to the Merrill Center to build up our executive and part time education projects. Lots of interesting things going on, which he can describe, but the main thing is that we are very glad indeed to have him a full time member of the team.

After a bit more travel – Israel, Singapore, Oxford and London – I will be back in Washington, teaching a new course on the American Revolution, and doing everything I can to keep the program humming along. In the meanwhile, many thanks to Dr. Keaney and Mrs. McKell above all, who have kept Strategic Studies going along in my absence. All the best to everyone for a happy and prosperous new year!

# FSR 2013: Gettysburg 150 Years Later - A Unique Leadership Lessons

By Mike Youn (MA14)

Four months of planning, research, and multiple trips through Northern Virginia, Maryland, and Pennsylvania successfully culminated in the Fall Staff Ride to Gettysburg on September 21-22, 2013. The staff team worked tirelessly over the summer to give prospective participants the opportunity to experience and assess the 1863 campaign, battle, and aftermath.

The sesquicentennial of the Gettysburg Campaign provided an excellent opportunity to learn about this important period of American History. While Gettysburg is only an hour and a half away from the District and the occasion provided countless resources, the team encountered various challenges. How many people should we plan for? Would a staff ride this early in the school year provide students enough time to consider applying to the staff ride? Would we have enough time to provide

participants the ability to portray their character successfully in a short 5 minute presentation?

Although a rainy forecast materialized in Gettysburg on Saturday around 4:00pm, SAIS students did not disappoint. All of the presentations were articulate and thoughtfully researched. When the bus arrived at Artillery Ridge Campground, pre-setup tents lightened an already cheerful and optimistic attitude. As the drizzle turned to drops and an eventual downpour, delicious make-your-own "Hobo-style" dinners around multiple campfires, a creatively-built shelter to stay out of the rain, and home-made brew further lifted everyone's spirits.

Despite a cold and wet night spent sleeping in damp tents, participants enjoyed the beautiful weather the next day with a hike through Devil's Den, charge up Little Round Top, and march of Pickett's

Charge, including a final sprint up to the Copse of Trees. The staff ride was highlighted by the attendance of General (ret) John R. Allen, USMC, who shared his experiences as Commander of over 150,000 Coalition forces in Afghanistan (and also joined students in the Pickett's Charge sprint). The trip ended at the Soldiers' National Cemetery, where Dr. Eliot Cohen provided insights on Abraham Lincoln's mindset when he wrote the Gettysburg Address in the battle's aftermath. As Dr. Cohen read the Address, he gave a notable emphasis on the word "people" as he read its final line "*and that government of the people, by the people, for the people, shall not perish from the earth.*"

Over seventy students, professors, and distinguished visitors participated in the Fall Staff Ride to Gettysburg, Pennsylvania, the largest staff ride so far. The work the team accomplished over the summer and successful execution of the staff ride could not have been possible

*(continued on page 5)*

*"...and that government of the people, by the people, for the people, shall not perish from the earth."*



Above: FSR 2013 participants at the scene of heavy fighting on July 2, 1863 in Devil's Den at the Battle of Gettysburg. (Photo courtesy of Eric Lindsey)

## Gettysburg (cont.)

(continued from page 4)

without the knowledge and experience of the staff rides that took place before this one. As one of the Quartermasters, I am proud to be a part of this tradition and am confident it will continue to leave lasting impressions on all SAIS students who experience them!

Photos -

<http://saisobserver.org/2013/10/01/photo-essay-gettysburg-staff-ride-with-sais-dc/>

Note: There will also be a video (currently being edited) about this staff ride.

## Film Series (cont.)

(continued from page 1)

will discuss various issues surrounding defense budget and acquisitions.

The Strat Film Series relies on the student body to foster discussions on where the rubber meets the road. Students drive the events, which relate to key issues in the domestic and international arenas. The diversity and quality of the graduate students in the Strategic Studies department will continue to provide an unlimited pool of individuals to share their unique

## SAIS Europe Defense + Intelligence Club

By Meaghan Doherty (MA15)

Despite the fall festivals of Bologna, the picturesque sights of the *portici* in the changing autumn light, and the endless opportunities to enjoy a glass of *Pignoletto frizzante* among friends, the SAIS Europe Defense + Intelligence Club (D+I Club) has remained hard at work. The *D+I Club*, which is both academic and career-oriented in nature, has already hosted several meetings and events on campus. Its 60-odd members receive communications in the form of the *D+I SITREP*, a weekly newsletter that outlines programs, club developments, and relevant news headlines.

*D+I Club* leadership includes *Commander-in-Chief* Meaghan Doherty formed the Club with the intentions of it serving as a “meeting place for the open exchange of ideas among members of the SAIS community.” The Club is “not just for STRAT,” she says – however, all Executive Board members are Strategic Studies concentrators.

On Friday, November 8, the *D+I Club* hosted its first film screening, which featured the classic “La Bataille d’Alger”, a powerful film that chronicles the Algerian fight for independence from France. Opening and closing remarks were offered by Professor Bill Belding, a former

Navy SEAL who served in the Vietnam War and today remains an expert on the study of insurgencies and weak and failed states.

The *D+I Club* recently had the opportunity to engage with Gary Sick – visiting professor from Columbia University’s SIPA program – in its first Career “Sit-Down”. This discussion provided an opportunity for students to learn more about his career as a member of the National Security Council and principal White House aide for Iran during the Iranian Revolution and the hostage crisis. Dr. Sick led a popular four-part series entitled “The United States in the Persian Gulf: From Outlier to Empire.” Briefs of each lecture were composed by members of the *D+I Club* and will appear shortly in the pages of *The Observer*.

Upcoming events include a film screening of “Dr. Strangelove, or: How I Learned to Stop Worrying and Love the Bomb”, which will be moderated by Professor Marco Cesa, a Career “Sit-Down” with Professor Eliot A. Cohen and a panel featuring several SAIS Europe students who have worked previously in the defense and intelligence sectors.



Above: Nameerah Hameed (MA14) with fellow participants in the Quantico Leadership Venture. Participants in the trip were from SAIS, the Wharton School of Business, and the Johnson School of Business. (Photo courtesy of Nameerah Hameed, MA14)



Above: Brian Ku (MA14) and Nameerah Hameed (MA14) at the Quantico Leadership Venture. (Photo courtesy of Nameerah Hameed, MA14)

## DADA: A Different Type of Lecture Series

By Idon Natanzon (MA14)

As many of us know, the SAIS Strategic Studies program goes beyond the classroom experience and distinguishes itself through a variety of extra-curricular and co-curricular activities. One of our programs, the Defense Against the Dark Arts lecture series, organized by Professor McLaughlin, remains popular among students.

Despite the name, the Defense Against the Dark Arts series aims to help SAIS students become more effective in Washington. As Professor McLaughlin sometimes puts it, the goal is to "make students street-smart without turning them into muggers," and focuses on bringing in experts from DoD, the State Department, leading think-tanks, media, and the intelligence community. Unlike more tradi-

tional lecture series that often focus on policy debates or contemporary events, students who attend the Defense Against the Dark Arts sessions receive practical knowledge and advice from senior practitioners about succeeding and growing professionally in a variety of Washington contexts.

This year, the series has hosted two lectures: an introduction by Professor McLaughlin and a session with Ambassador James Jeffrey. Drawing on his many years of experience, Professor McLaughlin introduces the series each year and provides a lay of the land for working in various Washington agencies and departments. There is always much excitement for his first presentation amongst the students, especially as students expect several magic tricks throughout his

presentation. In October, Amb. Jeffrey joined us for a session about life as a career diplomat. Over a highly-entertaining lecture, he spoke about his time as the US Ambassador to Iraq, Turkey, and Albania and as the Deputy National Security Advisor. A third event is also scheduled for December 4 with former Secretary of State Madeleine Albright.

The Defense Against the Dark Arts series has become an institution within the Strategic Studies program. Students know that the speakers will provide candid insight, respond thoughtfully to their questions, and offer honest advice. We look forward to continuing this tradition in the spring semester and in the years to come.



Above: First Defense Against the Dark Arts Lecture, where Professor John McLaughlin introduces the series that seeks to provide students with a practical knowledge and advice.

# Interview with Director Cohen

By Shawn Finlen (MA15)

Since his arrival in Bologna, Dr. Eliot A. Cohen's office hours have been in high demand. The presence of the Director and Robert E. Osgood Professor of Strategic Studies offers the students in Bologna a unique opportunity to connect with the program in Washington. Dr. Cohen, who is on sabbatical leave, is looking to develop continuity in the Bologna program, something that is an inherent strength of the two-year DC program. "The challenge that we have here is being able to do some of the extracurricular things we can do in Washington," Dr. Cohen said when I caught up with him to discuss his affinity for Shakespeare, his upcoming book, and the "Wars that Made America."

Q: We just wrapped up the first of four seminars in the Shakespeare on War and Politics series. While you've done this before in DC, this is the first round in Bologna. What is the background of this lecture series and what do you hope to impart on participants?

A: The background is when my wife and I went to see *Henry VIII*, I was really struck by this soliloquy that Cardinal Wolsey gives just as he's being deposed. I wanted to find a way to share that with the students. I've always loved Shakespeare, but increasingly I came to the conclusion that he offers students at SAIS another perspective on politics. It's a valuable perspective. What I want them to do is to get a sense of that by reading some plays closely. Now in addition to that, I hope they'll fall in love with the language and with the magic of Shakespeare, because I think it's wonderful. I think anybody who's an enthusiast about Shakespeare finds that they want to share that. It's been very successful in Washington and I hope it will be equally so here.

Q: Can you talk a little about the book you're working on?

A: I'm just beginning a new book. The working title is called, "The Big Stick," after Teddy Roosevelt's famous dictum about speaking softly. It's a book about the relationship between hard power and American foreign policy. It's going to

first look at some large overarching questions, such as, "What is it that we should take away from the last 10 to 15 years of war?" Then I'll look at particular areas where the United States may find itself using force and how we should think about that. The idea is to bridge the world of foreign policy and military power, which in the academic world and to some extent in government as well, end up being separate. So I want to try to bring those together.

*"The idea is to bridge the world of foreign policy and military power, which in the academic world and to some extent in government as well, end up being separate"*

Q: And your ideas for the book came out of your time serving in the Department of State?

A: The formulation of the questions, I would say, comes, in part, out of having served in government, having been engaged to a limited degree in politics since then, and just reflecting on the world around us.

Q: Can you speak about the new class that you're offering in the spring, "The Wars that Made America?"

A: Yeah, what's that all about? I suppose at one level it's somewhat self-indulgent, in that it's going to be a course mainly about the Revolution, although there will be a large element on the Seven

Years War. I'm offering it partly because I'm just fascinated by the period, but also because it's a wonderful case study for people who are interested in Strategic Studies. It's got everything: regular

warfare, irregular warfare, land warfare, naval warfare, and coalition warfare. There's an enormous amount on covert action and psychological operations. It's a very modern period. I think it's very good for students of Strategy periodically to step back from their own time, in some cases step way

back, a couple centuries back, and look closely at a different conflict, or set of conflicts. It's a way of sharpening their skills. I'm looking forward to teaching it. As I said, it's a period I love and I also think if you want to understand where the United States comes from, this is a period you really need to understand.

Q: Any Staff Rides embedded in the course?

A: Not yet, although I'm open to it. My favorite sites from this period are in the Lake Champlain region, which is a little bit of a hike, Fort Ticonderoga and so on. But if we can arrange the money and students are interested in doing it, then why not?



Above: FSR 2013 participants formation for Pickett's charge. (Photo courtesy of Eric Lindsey)

# Alumni Staff Ride 2013: Along the Great War Path

By David Fuhrmann (MA82)

It's late summer 1757, and Magua is on the prowl through the northern woods near Lake George. The siege of Fort William Henry has ended, and the British are leaving under honorable terms negotiated with Montcalm. But the Indians aren't about to let them escape unscathed, falling on the column with bloody ferocity. Unlike that British column, the 2013 Alumni Summer Staff Ride did escape safely, though not without adventures of our own. We spent three excellent days camping and exploring the lakes and woods once traversed by the likes of Robert Rogers, Natty Bumppo, and Chingachgook. Aply organized and led by Brian Katz, Jacob Heim, and Luke Collin, the Alumni Summer Staff Ride lived up to the usual high standards we've come to expect from Strat Studies events. Indeed, at times one could almost see and hear 18<sup>th</sup> century musket fire or

of Montcalm's victory and shame, we revisited the story told so powerfully in James Fenimore Cooper's great novel, *Last of the Mohicans*. Magua remained skulking in the shadows nearby, content with the scalps of several soldiers and his newly taken captives. Our intrepid company moved on, however, to a lakeside lunch at the historic Sagamore in Bolton's Landing, one of the grand old resort hotels of America. Following lunch, we enjoyed a "free" afternoon exploring the area, regrouping later at our Putnam Pond campsite. After another excellent meal we repaired to the campfire circle where William Johnson and Molly Brant, backed by the entire Iroquois Confederacy, emerged from the shadows to talk about the complex social relationships between the colonials and the native tribes, and the relations between the Indians and the British-American populace.

The next morning the group deployed to

harm was done. The expedition then slowly made its way back to our launch site down the lake. Disembarking and securing the craft for future use, we repaired to lunch with a fantastic view of Fort Ticonderoga across the water. Following our meal, we visited the fort, spending time exploring the walls and the excellent museum after an erudite and enthusiastic presentation by a young colonial soldier stationed at the fort.

The day ended on a high note at the top of Mount Defiance, offering a fabulous panoramic vista looking down on the fort, the southern end of Lake Champlain, and out toward Vermont, making it easy to understand the strategic importance of this location. Here General Montcalm provided his thoughts on the battle for Fort Carillon (as the French would call Ticonderoga), while General Howe told of his unfortunate and premature death before the battle had begun and how it

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the war whoops of native tribesmen. Sometimes late at night we heard Magua himself stalking the campsite.....or was it only Fulton, unable to sleep?

Forging on despite much reduced numbers, the group rallied late Thursday afternoon in the forests to the west of Ticonderoga where we pitched camp. Feverish efforts to engineer tarps over the cooking/dining area were rewarded later in the evening when a brief, light rain graced the camp. But the damp weather soon departed and we settled into our first meal cooked over the open fire (no propane for this crowd!). Following dinner, the group gathered around the campfire to hear Theyanoguin and the Baron Jean-Armand de Dieskau describe the "Bloody Morning Scout" at the south end of Lake George, followed by Lord Loudon and Governor-General Vaudreuil, who offered the strategic perspective of what we call the French and Indian War.

On the move early next morning we gathered at Fort William Henry at the southern end of Lake George. Following demonstrations of 18<sup>th</sup> century weaponry and firepower at Fort William Henry, scene

Rogers Rock Campground on northern Lake George where we located canoes conveniently left by a contingent of *Roger's Rangers*. Quickly embarking, we paddled to the base of Roger's Slide where we enjoyed the first ever staff ride amphibious presentations. As the war canoes (ok, two person modern canoes made of aluminum) rafted up offshore, waves almost crashing us against the rocks at times, the legendary Robert Rogers, famous leader of the Rangers, arrived on a paddleboard to explain his tactics and how they differed from traditional European style warfare. He was followed by Joseph Marin of the *Troupes de la Marine*, who shared a similar approach to fighting in the vast North American wilderness. Major Rogers then returned to provide his version of the Battle of the Snow Shoes, while Jean-Baptiste Levreault de Langlis de Montegron countered with a more sobering (and perhaps accurate) assessment. Confusion ensued in the process of re-launching the armada, resulting in the temporary loss of one of our craft, but it was soon put to right and, other than injured pride, no

affected the British forces. Regrettably, General Abercrombie was unavailable for comment on his tactic of trying to take a well-fortified position by repeated frontal assaults. Yet we thought we did hear voices carried on the wind (Howe's ghost or the Indian allies?) muttering about doing the same thing over and over, expecting a different result.

Failing to seize the fort from the French, our ragtag band fell back on the bivouac site to lick our wounds (dry out clothing), and prepare for yet another campfire feast including vegetables from the King's Garden just outside the walls of the fortress, grown in ground "soaked in the blood of Frenchmen!" as one camper put it (though one might note the British came off much the worse in that engagement). That evening, as the sun set, Lord Amherst, lately arrived from overseas, drew the staff ride portion of the expedition to a close with an overview of British successes to come at Louisberg, Frontenac, and in the Ohio Valley, culminating in General Wolfe's famous victory

(continued on page 11)

## Alumni Dinner 2013

By Katrina Timlin (MA14) & Matthew Conn (MA14)

Strategic Studies alumni gathered at the Willard Hotel for the annual alumni dinner on September 17, 2013. Alumni from a range of classes gathered to dine and hear from the keynote speaker Bob Work, the CEO for the Center for a New American Security and former undersecretary of the Navy. The event was organized by Ryan Anderson (MA10) and Ed Burnett (MA04) with assistance from Nadia Schadlow (BA88, MA89, PhD05) and Christine Vargas (MA12).

Thanks to good weather, the program began with a happy hour hosted at the outdoor terrace of the Willard hotel. After an hour of mingling, the alumni moved into the Crystal Room for the dinner and keynote speech. Introduced by his former professor Dr. Eliot Cohen, Mr. Work spoke to the shared experiences of the Strategic Studies program and its subsequent impact on his career.

The dinner garnered warm reviews from its attendees. Recent alumni Kimberly Pucher said that "the Alumni dinner was absolutely wonderful. It was great to see and catch up with so many friends and professors." This year's dinner had a record turnout of over 130 alumni. Henry Nuzum said, "This year's dinner had our strongest turnout ever. We broke 100 attendees perhaps a couple times but never approached what we had this fall. I was especially encouraged to see so many recent Alums. Bob Work gave an interesting overview of different historical phases in our national security environment."

Keeping with tradition, after the dinner ended some of the alumni migrated to the Round Robin bar with Colonel Bob Killebrew.

Above: Current students Benjamin Locks, Chase Ludwig and Rachel Marcus (all MA14) at the 2013 Alumni Dinner.  
*(Photo courtesy of Matthew Conn, MA14)*

Below, first: Prof. Eliot Cohen introducing and welcoming Bob Work, the keynote speaker at the 2013 Alumni Dinner.

Below, second: Attendees at the the Alumni Dinner hosted at the Willard Hotel.  
*(Photos courtesy of Matthew Conn, MA14)*



Below: Participants in the Fall 2013 Quantico Leadership Venture. (Photo courtesy of Ann Dailey, MA14)



## Quantico Leadership Venture

By Ann Dailey (MA14)

I woke up on September 14 with scrapes on my arms, blisters on my hands, and rope burn and bruises everywhere – and I loved it, because I had spent September 12-13 at the Strategic Studies program’s leadership training retreat, put on by the Marine Corps’ Officer Candidate School (OCS) in Quantico, VA.

OCS is where the U.S. Marine Corps trains, screens, and evaluates candidates to join its officer ranks. For 22 hours, OCS took in students from SAIS, Wharton, and Princeton, putting us in the hands of the very capable (albeit terrify-

ing) drill sergeants. From 2300 to 0130, they taught us basic commands and how to wear our gear. At 0500, they marched us to the auditorium for briefings and breakfast. Next, they grouped us into four-man fire teams and sent us to the Ropes Course, the Leadership Reaction Course, and the Combat Training Course (CTC) and its infamous Quigley, which you navigate by wading through – and fully submerging yourself in – fifty yards of swamp muck.

The Quigley – and the rest of the CTC, with its rope traverses, wall climbs, and bear crawls – pushed us to our limits.

When my fire team reached the end of the CTC, we collapsed into a group hug.

My 22 hours at OCS taught me that leaders do not demand respect; they earn it through their capabilities, their willingness to lead by example, and – most importantly – their ability to deal with adversity and failure. It made me even more grateful for our men and women in uniform who sacrifice so much to protect and defend the United States and its values, and led me to recommit myself to upholding these values...even when, as in the Quigley, I felt stuck in the mud with water up to my ears.

## Alumni Perspective: Not Quite Like the Others

By Erin Schenck (MA07)

For me, Strategic Studies alumni events are often accompanied by a feeling of disorientation; I often feel somewhat lost among myriad conversations about the pivot toward Asia and forward force deployment. (I even had to have a friend check that sentence to make sure I referred to them correctly.) It is reminiscent of a game from Sesame Street — one of these things was not like the other. My career rarely causes me to recall Sun Tzu or Mahan, which now often reside in the cloudy edges of my mind for trivia night.

When one thinks “national security”, few people immediately think of the Department of the Treasury. Nevertheless, I work on national security, and I work at the Treasury—and not even in their intel office! It seems odd to work on issues like terrorism and proliferation but still feel like I have a very non-Strat career.

One of my favorite experiences is when someone uses an acronym I recognize. After five to ten minutes believing I un-

derstand the conversation, I come to realize the acronym means something totally different in their more “hard power” world. In the land of alphabet soup, “APG” means very different things to Treasury and DoD!

Yet, I use lessons from Strategic Studies every day as I work to keep both the U.S. and international financial systems secure. My office is even named “Strategic Policy”. I use the practical lessons from Defense Against the Dark Arts regularly. (Work each day to accomplish something on both a short-term and long-term objective.) I remember Prof. Erhard’s Net Assessment papers and presentations as the most useful exercises of my time at SAIS. (Of course, that is minus the PowerPoint. Treasury doesn’t use and abuse PowerPoint as much as DoD.) I cannot count the number of times I have recommended *the Bureaucratic Entrepreneur*—assigned reading for Erhard’s class—to colleagues.

Every six months, as I put together this newsletter, I am reminded that I am “atypical”. Reading the articles reminds

me of how valuable my Strat experience was, but it also highlights that my path has been quite different than many other alumni.

After consulting a few others, I know that I am not alone in feeling like an “atypical” Strat alum. In fact, if I feel out of place at alumni events, I cannot imagine the feelings of other Strat alums who work for USAID or—gasp—run a spinning studio. It also makes me wonder how many more atypical Strat alums are out there.

With that in mind, I hope I can persuade other atypical alums to tell their stories. After all, how does one go from Strategic Studies to yoga instructor? I bet that is an interesting tale!

*Do you think you fall into the category of an “atypical Strat alum”? If so, would you be willing to write something for the newsletter about your experience and how Strategic Studies does (or does not) impact you now? Please contact me at [erinschenck@yahoo.com](mailto:erinschenck@yahoo.com)*

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## Alumni Staff Ride 2013 (continued)

*(continued from page 8)*

on the Plains of Abraham at Quebec in 1759. If Magua still lurked in the near-by woods, we were unaware of it.

On Sunday morning we broke camp and headed out for various adventures, some opting for an easy few hours on the water while a more adventurous contingent set out for the summit of Roger’s Rock, bravely departing sans compass, maps, adequate provisions, a trail, or any sense of direction. They would finally emerge from the forest some ten kilometers from their transport, saved only by the courageous actions of one of their scouts. That evening, showered and recovered from the exertions of the day, the remaining members of the group reassembled at the Ticonderoga Country Club restaurant, built on the very location where Rogers’ men made

their last stand during the Battle of Snowshoes before running as fast as they could for safer territory. In a last burst of Alumni Staff Ride glory, the group commandeered half a dozen golf carts and charged in rough battle formation (very rough) across the rolling countryside toward the historical marker at the site of the battle (near the sixth hole green), gathering for a final group photograph before returning to the more civilized task of consuming dinner and wine. At evening’s end, the group reluctantly parted to go their separate ways in the morning, all agreeing that it had in fact been an outstanding experience and looking forward to another such expedition in the coming year.