



15th Annual ISR

By Eric Lindsey (MA 14)

On March 14, 52 SAIS students, faculty, and distinguished guests departed for Belgium and France on the Strategic Studies department's fifteenth international staff ride (ISR). This year's ISR was entitled "1918: Victory and Defeat" and took as its subject the dynamic final year of World War I and the peace negotiations that followed. Like all SAIS staff rides, the ISR was entirely planned and organized by a team of student volunteers and funded in large part by the contributions of alumni donors.

Upon arrival in Belgium, the staff ride headed to the small town of Ypres in Flanders. After brunch at the official residence of the U.S. Ambassador to NATO, the staff ride officially kicked off with the moving "Last Post" memorial ceremony at Menin Gate, a memorial to 54,986 British and Commonwealth soldiers who went missing in the area from

1914-1917.

The three-day battlefield portion of the staff ride began the next morning. From Gauche Wood the staff ride travelled to the town of Villers-Bretonneux, where the German drive was halted by British and Australian troops. The group visited the site of the first tank-versus-tank battle in history and a Commonwealth cemetery where staff riders paid their respects and planted small wooden crosses hand-carried from Australia by distinguished visitor Chris McNicol (MIPP07).

The second day centered on the town of Chateau-Thierry, where hastily-committed American troops helped turn back the German tide in June and July 1918. In the morning the group visited Belleau Wood and later on in the day, the group visited the spot where the 3rd Infantry Division (ID) held fast in the face of a German attack and earned its nickname,

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Crisis Simulation 2014

By Rebecca Ben-Amou (MA14)

The 2014 Crisis Simulation asked a very important question: *How does the international system respond to changed foreign policy priorities and extended resource constraints in the United States?* To effectively answer this question, the control team determined it would be best to take on the role of the United States, removing it as a player from the simulation. This allowed the control team to determine the level of involvement of the United States at all stages of the crisis and see how other states responded.

The crisis occurred in April 2018, with a massive attack on energy infrastructure in Saudi Arabia, Slovakia, Hungary, and the Port of Gwadar in Pakistan. This inevitably disrupted much of the world's oil supply, drawing nations from the Middle East, Europe, and Asia into a massive economic and political crisis. The perpetrator of such attacks, Iran, managed to last a majority of the simulation with states turning a blind eye to key evidence. Even with the control team providing pieces to the puzzle, many European states decided to ignore suggestions that Iran was

behind the attack and the Gulf States instead focused on establishing their own security by developing what they named the "Gulf Defense Forces". Cyber attacks were launched on Iran by the United States, played by the control team, as a cheaper and easier way to retaliate for such a disruption in the international energy market.

Some key observations from the simulation were quite striking. First, the absence of an actively engaged United States was quickly accepted and alternative sources of influence were quickly adopted. Without the United States, however, the world was much more chaotic. Iran managed to dodge suspicion for a long period of time, with no actor willing to step up and condemn the state. Strong regional blocs formed quickly, namely NATO and GCC states stuck to their traditional alli-

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SSR: The 1862 Shenandoah Campaign

By Sharon Chiao (MA15) &
Daniel Flesch (MA 15)

At 6 am on May 18th, 42 sleepy-eyed students and 4 professors found their way to Nitze, in preparation for the Strategic Studies Spring Staff Ride.

Participants and staff alike eagerly waited to embark on a two day journey to study General Thomas “Stonewall” Jackson’s 1862 Shenandoah Valley Campaign; a campaign that had a profound impact on the

Civil War. We boarded the bus, determined to find the answer to a persistent question, was the Valley Campaign a result of Jackson’s genius or was it a result of Union failure.

After a brief flag raising ceremony outside Jackson’s Headquarters in Winchester, VA, SSR officially began. The first few presentations, which were colorful, entertaining, and well researched, set the tone for the rest of the trip. Our first day was spent studying troop movements, terrain, and the successes and failures of communication and intelligence during northern battles of Kernstown, Front Royal, and Winchester. As day one drew to a close, we gathered in Winchester’s park to reflect on these three battles and to sing period appropriate songs that epitomized the pain and suffering of that war.

On day two, we travelled south up the Valley through picturesque New Market Gap and Swift Run Gap, to explain the significance of topography and to give students a better sense of the terrain that Confederate and Union troops traversed over a period of less than three months. As we continued to wrestle with the question of whether it was Jackson’s genius or it was Union failure that allowed the events in the valley to unfold as they did, we found ourselves at Conrad’s Store (modern day Elkton, VA); a site of yet another

of Jackson’s many headquarters in the valley. We journeyed further south to analyze the battles at Cross Keys and Port Republic. Again, as was the case in the northern battles, topography and failures and successes of intelligence and communication played major roles in the Union’s defeat at Cross Keys and Port Republic.

With their presentations, staff ride veterans, professors, distinguished visitors, and first time participants alike painted a powerful picture of the effects this campaign

had on and off the battlefield. Although we only spent two days studying the Valley Campaign, we on staff hope that participants were able to appreciate the significance of this particular campaign in the Civil War and come to their own conclusion about our over-

“...was the Valley Campaign a result of Jackson’s genius or was it a result of Union failure....”

Crisis Sim (cont.)

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-ance schemes. Even more strikingly, Pakistan sustained a lot of damage in the attacks and faced perpetual issues with blackouts and extremists but still managed to act as a responsible actor. Interestingly, the Chinese focused more on soft power than expected. The control team had assumed that, with an energy attack and less US implicit security guarantees from the United States, China would step up and fill the security gap.

In all, the crisis simulation tested what the world would look like without American leadership and participation. This world was plagued by regional conflicts, terrorism, economic struggles, and mistrust.

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Above: LTG Mark Hertling (ret.), former commander of U.S. Army Europe speaks to students at the Meuse-Argonne American Cemetery. During the 2014 ISR
(Photo courtesy of Benjamin Preminger)

ISR—1918: Victory and Defeat (cont.)

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“Rock of the Marne.” This site held special significance for the three 3rd ID veterans on the staff ride and for Professor Tom Mahnken, whose grandfather earned the Silver Star there on July 15, 1918.

On the third day, the staff ride focused on the Meuse-Argonne Offensive, the American Expeditionary Forces part of the Allied Grand Offensive that ended the war. After discussing the initial American attack atop the Butte de Vauquois, the group entered the Argonne Forest, where staff riders visited the wooded ravine where the so-called “Lost Battalion” was cut off and surrounded. Later that afternoon, the group went on a mile-long, following in the footsteps of

“...the group entered the Argonne Forest, where staff riders visited the wooded ravine where the so-called “Lost Battalion” was cut off and surrounded.”

Sergeant Alvin York as he circled behind German lines. The group concluded the battlefield portion of the staff ride by visiting the Meuse-Argonne American Cemetery, the largest U.S. military cemetery in Europe and the resting place of 14,246 American soldiers.

On the fourth and final day of the staff ride, the group headed to the clearing in the Forest of Compiègne where a German delegation met with Marshal Foch and Allied representatives to discuss and conclude an armistice in November 1918. From there the staff ride travelled south to the Palace of Versailles. There participants discussed the 1919 Paris Peace Conference and the negotiations that ultimately set terms for the defeated Central Powers, created the League of Nations, and re-drew the

map of much of the world.

Although the staff ride focused on events that transpired almost one hundred years ago, it illustrated a number of broader themes of enduring significance: the importance of adaptation and innovation, the challenges of civil-military relations and coalition warfare, the significance of manpower and morale, the global reach of war, and, finally, its lasting legacy.

In the view of the Quartermasters, Eric Lindsey (MA 14) and Marisa Sullivan (MA 14), the trip was a complete success. “We couldn’t be more pleased with or proud of how well it all turned out,” Lindsey said. “The ISR is one of those special things that you only find at SAIS, and we’re extremely grateful to the student volunteers and donors who made it possible for us to have this incredible experience.”



Above: ISR 2014 participants at the Palace of Versailles in France, where the group discussed the 1919 Paris Peace Conference. (Photo courtesy of Benjamin Preminger)

Surprise Gift to Staff Ride Endowment

Henry Nuzum (MA07/08)

Last fall, Strategic Studies received a wonderful surprise – a \$100,000 gift from Kitty Harvey (MA11) to the Strategic Studies Staff Ride Endowed Fund. This fund helps to ensure that the Fall, Spring, and International Staff Rides remain a cornerstone of the Strat education.

Although Kitty's gift was unusual, her route to SAIS and path since is similar to many of Strategic Studies alums, with a focus on service and study. A 2003 graduate of Yale College, she joined the Navy as an Intelligence Officer and served for nearly 5 years. Deployed on a large-deck amphib, her duties included chasing pirates off the Somali coast and helping to organize the evacuation of American citizens from Lebanon in 2006.

In the brief interlude between the Navy and SAIS, Kitty decompressed in Yemen for a couple months in spring, 2009. "On the first day of pre-term, I sat next to a guy who had also just wrapped up a spring sojourn in Yemen. I immediately knew that SAIS was the perfect fit."

When she arrived at SAIS, Kitty intended to enroll in Middle East Studies, but quickly switched to Strat based on the strength of the department (full disclosure: author experienced the same battlefield conversion). Some of her favorite Strat experiences include serving as the Quartermaster for the 2010 FSR, the Philadelphia Campaign of 1777, and attending the ISR in her second year, which examined the Napoleonic Wars in Spain. Her favorite courses were the Art of Strategic Decision (the course formerly known as War in the Modern World) with Dr. Cohen and Diplomatic Disasters with Dr. Edelman. Both used case studies to

examine history.

Upon graduation, Kitty headed north to New York, where she worked for two years until 2013. Now in London, she has just completed her first year of work on a PhD in Middle East Studies at Kings College. She is examining the conservative Sunni Arab views of Iran's expansionism (with case studies focused on Iraq, Lebanon, and Bahrain) since the fall of Saddam Hussein.

"Hands-down, the SAIS education has been extremely relevant. Just those two classes allowed students to put themselves into the shoes of decision-makers. Half the time, we'd write memos for a particular character. I was a history major as an undergraduate and used to thinking about events in the past, but SAIS was the first time I shifted from considering events in retrospect to placing myself in an actor's shoes. How do you make decisions? Case studies are essential to building empathy for the leaders and recognizing the constraints they face – they're just choosing among bad options."

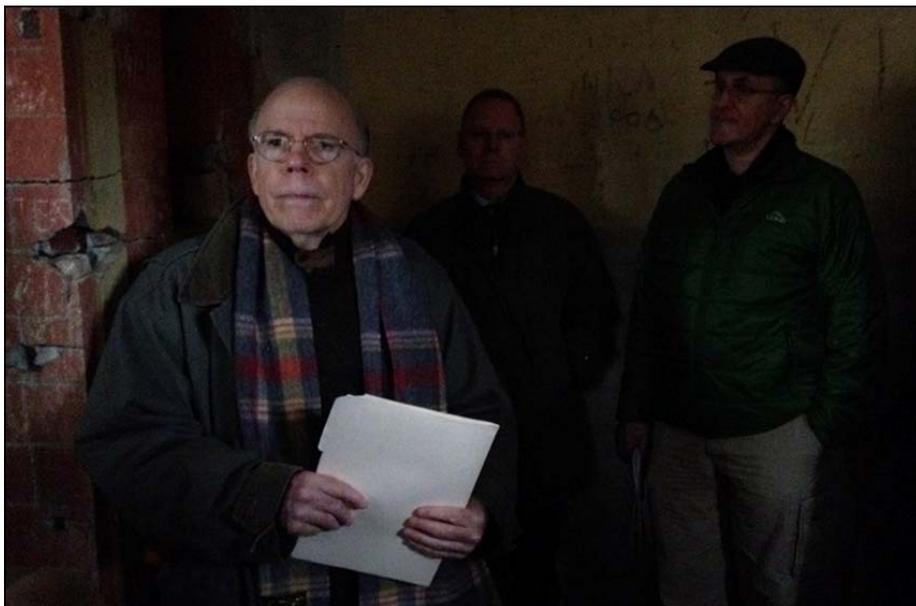
What inspired her gift? "I was very fortunate to be able to contribute and making a gift to the Staff Ride Endowment made sense to me. Staff Rides are a core component of the Strat education." Dr. Cohen reflected the de-

partment's delight: "At a time when donors often look for short term results and narrowly focused purposes, she decided to give to endowment so that other students could benefit from our flagship staff ride program. It builds on the generosity of so many other alumni."

Kitty's gift increased the size of the fund by approximately 25%. The Endowment ensures the sustainability of staff rides, contributing \$15-20,000 each year while leaving principal untouched. This represents a significant portion of the \$130,000 annual budget for the three staff rides, whose enrollment grows with the department. Last year, 70 students participated in the Fall Staff Ride, 40 the International Staff Ride, and 50 the Spring Staff Ride.

Describing Kitty's example, Dr. Cohen added "each and every gift - the large and the small - mean an enormous amount. It tells me not only that we are having a real impact on our students, but that we are attracting people of exceptional character." To support the Staff Rides, please [donate online here](#) and indicate "Strategic Studies Staff Ride Endowed Fund," or contact Liz Levine at Liz.Levine@jhu.edu or [202-663-5646](tel:202-663-5646).

*Right: ISR 2014 – Inside a German bunker in the Argonne Forest, John McLaughlin discusses the evolution of American military intelligence in 1918. .
(Photo courtesy of Benjamin Preminger)*



The Paul H. Nitze School of Advanced International Studies The Johns Hopkins University

Dining-In

By Megan Augustine (MA14)

This year the annual Strategic Studies Dining In got political. The night opened with Prof. Keaney, as the current President of Strategic Studies, delivering his “Strat of the Union” address. First years and MIPPs supported the incumbent from whom they had learned about Clausewitz and Total War in Strategy and Policy in the fall of 2013. President Keaney assumed command of the department while Dr. Cohen travelled to Bologna to focus on gelato and limoncello.

Second years spent the evening criticizing the state of affairs within the department since their “party” left office the year before. Dr. Cohen’s rebuttal speech was marked by many awkward episodes of water chugging and appeals to his fellow “Murricans.” There was constant applause from the various government branches and agen-

cies, think tanks, journalists, lobbyists and beltway bandits (represented by tables) when words pertinent to their organization’s mission were mentioned. The night was full of smear campaign ads and “riot songs” against the Cohen party from a first year rock band.



As usual at a Strategic Studies Dining In, the horrid concoction created in the grog was nearly inescapable. To top off the alcoholic contributions, a pizza was delivered to the night’s Madam Vice, Major Elizabeth McGoveny (MA14), much to the Dining In staff’s surprise. (The two reservist culprits were later discovered.) Even distinguished visitors, such as Resident White House Magician John McLaughlin and General John Allen (ret.), partook of the gruesome grog.

Challenges flew across the room, ranging from complaints about someone being “too awesome” to praise for the

makeshift canopy constructed during the Gettysburg Staff Ride downpour. There was much fun to be had by all as everyone wanted their challenge heard and no one could agree on which party would assign the most appropriate pages of reading and have the most legible handwriting. Therefore Master of Ceremony, Scott Hertling (MA14), had no choice but to declare a government shutdown and impose a broad sequestration affecting every table.

The Strategic Studies Dining In tradition lives on and continues to achieve new levels of excellence and hilarity, making it more popular each year!

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Left: ISR 2014, Day 2 – Turning Point on the Marne. Rebecca Ben-Amou (MA14) presents as General Charles Mangin. (Photo courtesy of Benjamin Preminger)