

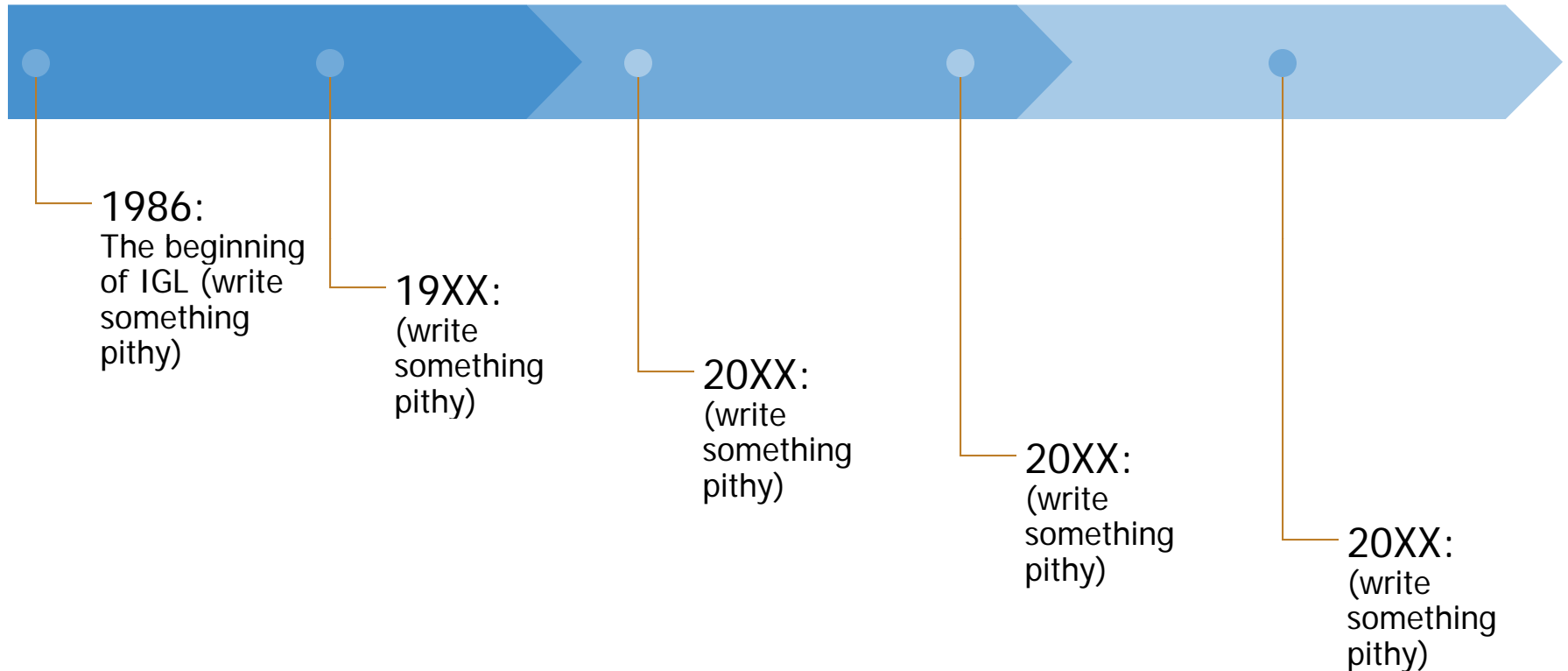
ALLIES

Alliance Linking Leaders in Education and the Services

History Into the Future

1986

future



INTRODUCTION

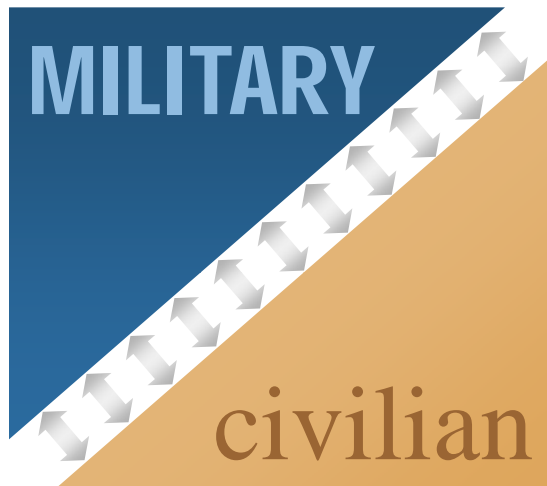
WHY

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CALL TO ACTION

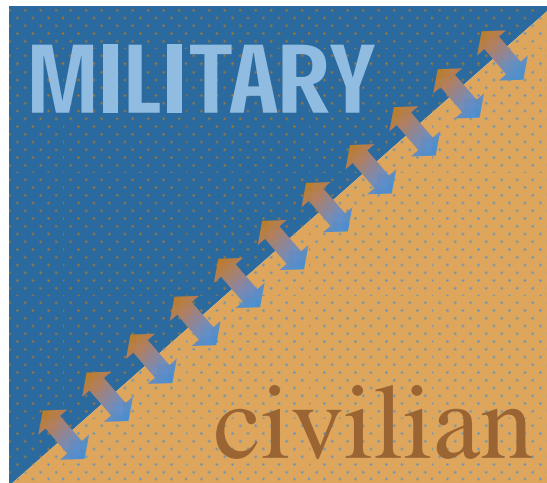
Problem: the Civ-Mil Gap



Since the Vietnam War, a divide has grown between people serving in the military and civilians formulating policy

- ▶ This “civ-mil gap” begins at the undergraduate level (where ROTC has been removed from many campuses)
- ▶ It extends around the world: many leaders return from “interagency battlefields” in Iraq and Afghanistan and say,
“It’s not about the command relationships, but the relationships between the commanders.”

Solution: Integrate and Cross-Pollinate

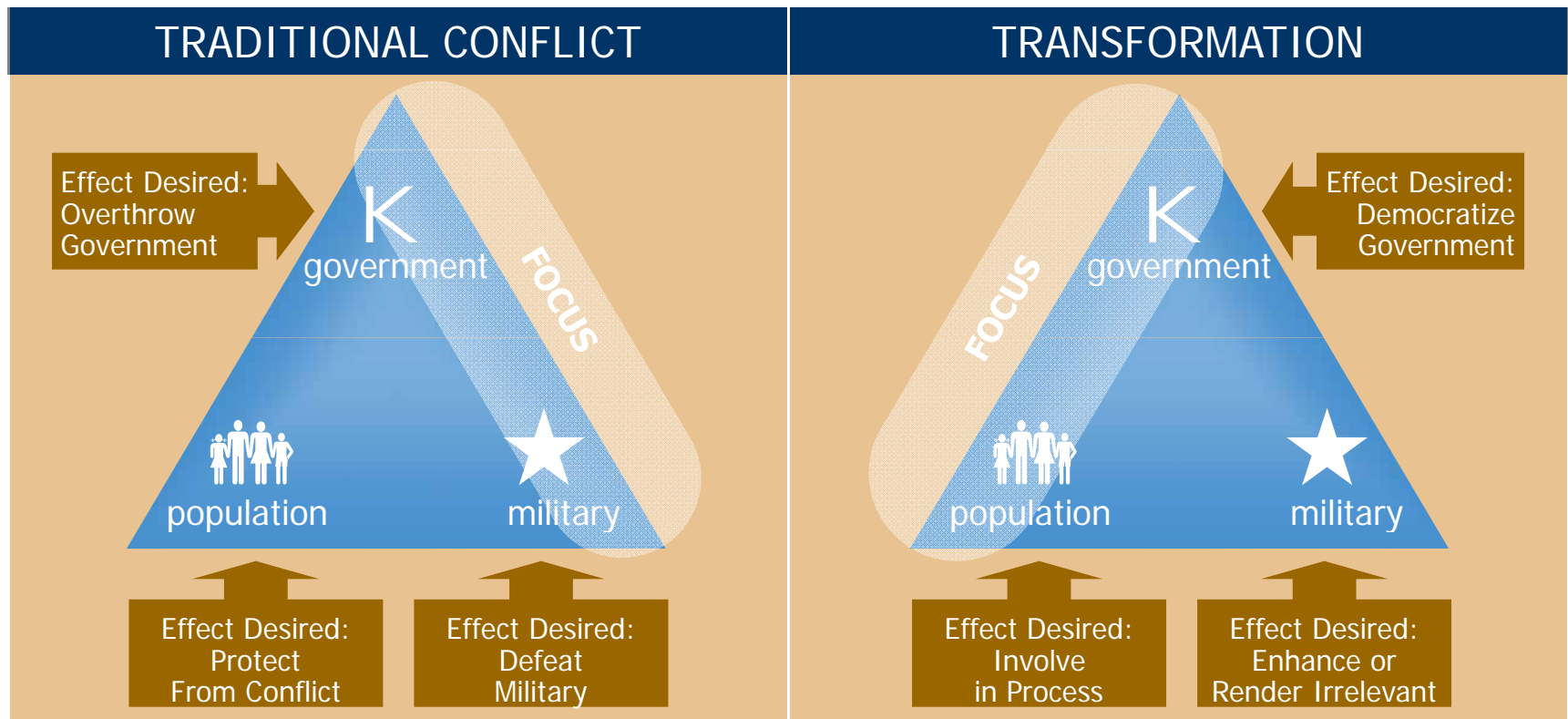


- ▶ To close this gap, it is imperative to **integrate** all aspects of U.S. foreign policy: Development, Diplomacy and Defense
- ▶ Even more so, we must **cross-pollinate** perspectives, expertise and experience to produce a stronger, more resilient hybrid. By definition, **this must be an allied effort.**

An Allied Effort Will Help the U.S. Transition ...

from: **Winning the War**
(short-term triumph)

to: **Winning the Peace**
(long-term transformation)



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“Top-Down” Change ...

Concerns about the civ-mil gap have entered into policy considerations. For example:

- ▶ Recommendations 75 and 76 of the Iraq Study Group call for inter-agency cooperation
- ▶ Defense Department Directive 3000.05 instructs DoD to accord stability operations priority comparable to major combat operations
- ▶ National Security Presidential Directive 44 instructs the State Department to integrate its work with military capabilities

... Is Leading to Integrated Institutions and Ideas ...



The State Department has created the Office of the Coordinator for Reconstruction and Stabilization (S/CRS) to focus on failing and post-conflict states

USAID
FROM THE AMERICAN PEOPLE

USAID created the Office of Military Affairs (OMA) to serve as a focal point for USAID and NGO engagement with the Defense Department

PKSOI
U.S. Army Peacekeeping and Stability Operations Institute

The Defense Department established the Peacekeeping and Stability Operations Institute (PKSOI)

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... Yet Needs “Bottom-Up Initiative

- ▶ These changes, while promising, require initiative “from below” in order to be deep and lasting. Qualified people with interagency and cross-sectoral perspectives are in short supply
- ▶ Tufts’ Institute for Global Leadership wants to address this need now, starting at the undergraduate level

The Institute for Global Leadership (IGL)

IGL Mission:

To prepare new generations of critical thinkers for effective and ethical leadership, ready to act as global citizens in addressing international and national issues across cultures.



– **Sherman Teichman**
Director, IGL

To Remedy the Civ-Mil Gap, in 2006 IGL established

ALLIES

Alliance Linking
Leaders in
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the Services



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To Remedy the Civ-Mil Gap, in 2006 IGL established

ALLIES...

... is an undergraduate initiative that creates a bridge for shared understanding between future civilian and military leaders through education, training, and network-building.



Tufts University ALLIES Members

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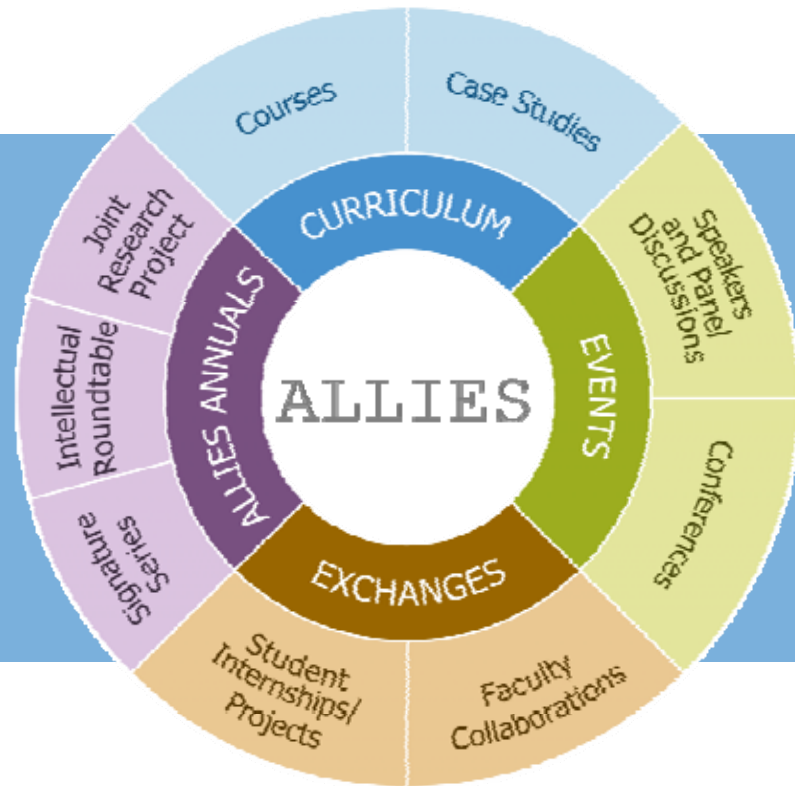
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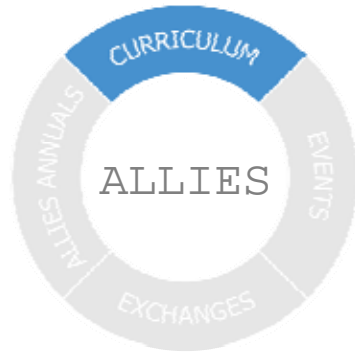
CALL TO ACTION

ALLIES Works Through:

Curriculum
Events
Exchanges
ALLIES Annuals



Curriculum



Curriculum

- ▶ Courses
- ▶ Case Studies



Tufts and USNA faculty in curriculum development meeting
Naval Academy, May 2008



Tufts faculty and administrators with USNA faculty and midshipmen
Naval Academy, May 2008

Curriculum



Events

- ▶ Speakers and panel discussions
- ▶ Conferences

SCUSA
Keynote Banquet
West Point, NY
2007



**Panel on Private
Military Companies**
ALLIES Freshman
Bruce Hainline
with Rye Barcott and
Derek Wright

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Events



Exchanges

- ▶ Student internships/projects
- ▶ Faculty collaborations

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



CTD Cournia, Mr. Gregg Nakano and Susannah Hamblin (Tufts '07)
SOUTHCOM's FA-HUM
Guatemala City, May 2007

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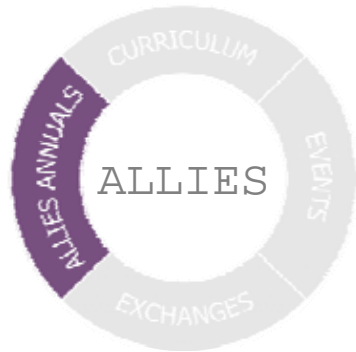
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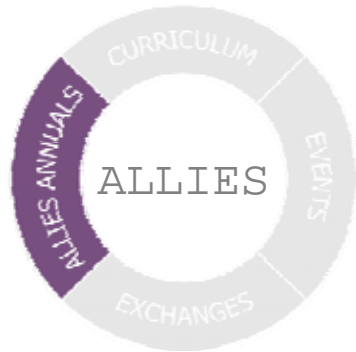
ALLIES Annuals

- ▶ Signature Series
- ▶ Intellectual Roundtable
- ▶ Joint Research Project

Each year, two “signature series” annuals focus on specific topics and regions, with a view to informing and influencing other ALLIES activity throughout the year. Each “Annual” puts into action one element of the Institute’s motto, while embodying both:

“Thinking Beyond Boundaries, Acting Across Borders.”

Events



ALLIES Annuals

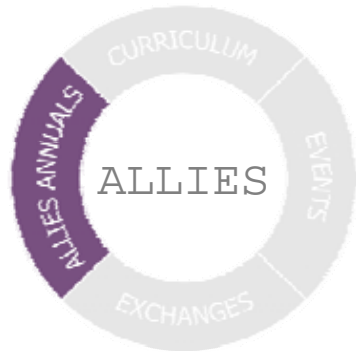
- ▶ Signature Series
- ▶ Intellectual Roundtable
“Thinking Beyond Boundaries”
- ▶ Joint Research Project

Each fall, the Intellectual Roundtable gathers students, faculty, experts, and practitioners at Tufts for a two-day colloquium to *think beyond the boundaries* of disciplines, sectors, and agencies. In 2007, the topic was “Classroom for the Leadership of 2050.” In 2008, the Roundtable will explore the “Renaissance of the Citizen-Soldier.”



Discussion with
USMA cadets and
Tufts students
Tufts University,
2007

Events



ALLIES Annuals

- ▶ Signature Series
- ▶ Intellectual Roundtable
- ▶ Joint Research Project
“Acting Across Borders”

Each spring, the Joint Research Project sends Tufts Students, West Point cadets, and Annapolis midshipmen *across borders* to carry out an extensive, month-long research project. In 2007 and 2008, students went to Jordan. In 2009, they will travel to Japan.



ALLIES JPR 2007 participants from Tufts and West Point after a meeting with Jordanian Officials in Amman

Calling All ALLIES

Tufts' ALLIES has engaged many people and institutions, and invites your participation as well



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