



JAMES ALLEN BLACKWELL, Jr. 15724 Rachel Place, Haymarket VA 20169,
jamesblackwell@jamesblackwellauthor.com

EDUCATION

1984 Ph.D., Tufts University, The Fletcher School of Law and Diplomacy, Medford, MA

1982 Master of Arts in Law and Diplomacy, The Fletcher School of Law and Diplomacy

1974 B.S., U.S. Military Academy, West Point, NY

WORK EXPERIENCE

1. July 2011 – Present:

Title: Lecturer (online adjunct faculty), The Bush School of Government & Public Service, Texas A&M University

Supervisor: Dr. F. Gregory Gause, Head of International Affairs Department and Professor, The Bush School of Government & Public Service, Texas A&M University, College Station, TX 77843-4220 (979) 862-3469

Duties: Teaching and developing the course: Military Strategy in the Conduct of Nations, to a section of approximately 10 students enrolled per semester in the Graduate Certificate in Advanced International Affairs Program, requiring regular online contact with students, grading all assignments and adapting course materials as necessary. Conducted 100% course re-design in 2016, to include recording new on-line video lectures for all lessons.

2. October 2016 – January 2023:

Title: Research Staff Member, Institute for Defense Analysis

Supervisor: ADM (USN Ret.) John Harvey, 4850 Mark Center Drive, Alexandria VA 22311-1882 (703) 840-2527

Duties: Define research questions, develop and implement research plans, select appropriate methodologies and analytic tools for research, develop and deploy data collection strategies, collect or oversee the collection of data, implement and apply software appropriate to the research problem, interact with research subjects, and direct more junior associates.

3. September 2015 – September 2016:

Title: Research Director, Deputy Chief of Staff, Strategic Deterrence and Nuclear Integration, HQ USAF, Highly Qualified Expert (HQE), Series EE0301 (DV6)

Supervisor: Lieutenant General Jack Weinstein, DCS A10, 1488 Air Force Pentagon, Washington DC 20330 (703) 693-9747

Duties: One-year temporary appointment to establish, maintain and manage a Deterrence Research Program to provide the Air Force with a voice of authority across the Department of Defense and the broader defense policy and strategy community; influencing the development of Air Force capabilities to organize, train and equip two-thirds of the nation's nuclear triad.

- Developed network of expertise for evaluating cutting edge developments in social, behavioral, economic, international relations, intelligence, political, historical, psychological and sociological sciences to identify promising approaches to apply to understanding 21st century deterrence.



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- Established and sustained a program of interaction and collaboration for the improvement of methods and tools to apply to deterrence concepts and capabilities in Combatant Commands, their Components and Task Forces, USAF Major Commands, the Joint Community and the Office of the Secretary of Defense for the application of Air Power in nuclear deterrence operations and to assure allies and partners of the U.S. commitment to their security.
- Reviewed and evaluated the use of models, gaming and simulations in strategic deterrence operations and analysis, developed improvements to model, game, and simulations managers.
- Integrated nuclear deterrence and assurance considerations in Air Force intelligence collection and analysis efforts.
- Communicated and collaborated with FFRDC, think-tank, university, consultant and contractor communities.
- Culminated efforts at a June 2016 Deterrence Education and Research Summit leading to an Air Force corporate decision to implement the above by means of a new research organization under the guidance and direction of DCS A10 implemented by Air University and executed by Air Force Research Institute with new positions to be created for these purposes.

4. June 2009 – June 2015

Title: Special Advisor for the Assistant Chief of Staff, Strategic Deterrence and Nuclear Integration, HQ USAF, Highly Qualified Expert (HQE), Series EE0301 (DV6)

Supervisor: Major General Garrett Harencak (2013-2015), Major General William Chambers (2011-2013), Major General Donald Alston (2009-2011); ACS A10, 1488 Air Force Pentagon, Washington DC 20330 (703) 693-9747

Duties

- Integrate daily with Assistant Chief of Staff (ACS), focus on highly visible, strategic deterrence policy, security and nonproliferation as well as national-level Nuclear Enterprise (NE) issues to ensure a seamless USAF contribution to the nation's strategic deterrent nuclear triad and extended deterrence. Provides requirements-based insight and advice to ensure seamless integration of policies, plans, concepts and enterprise commitments.
- Act on behalf of ACS to provide input for Headquarters Air Force (HAF), Joint Staff (JS) and Office of the Secretary of Defense (OSD) staff products. Has signatory authority, as delegated by the ACS. Represent ACS on established HAF & OSD oversight & decision bodies; e.g. General Officer Steering Groups. Act in ACS's absence at CSAF- or SecAF-led decision forums & at prep sessions. Advise and act on A10 personnel & resourcing matters, plans, programs & budgets for vital nuclear operational missions.
- Lead lines of intellectual operation to synchronize developmental efforts on 21st century strategic deterrence. Coordinate analytic studies and war games to influence doctrinal publications, develop military advice to the JCS and inform programmatic decisions for Nuclear Deterrence Operations (NDO). Advise on the development of Professional Military Education (PME) curriculum for leaders in the NE. Develop NE assessment procedures/mechanisms to give senior leaders a clear picture of the health of the NE.



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- Analyze and assess intelligence products on foreign and non-state actor nuclear weapons and proliferation developments, concepts and strategies. Integrate Intelligence Community products into Air Force understanding of implications.

5. May 2013 – March 2014

Title: Executive Director of the National Commission on the Structure of the Air Force.

(Detailed by Direction of Secretary of Defense)

Supervisor: Commission Chairman -- Lieut Gen, USMC ret. Dennis McCarthy, former Assistant Secretary of Defense for Reserve Affairs

This Commission, under provisions of the Federal Advisory Committee Act, reported to the President and the Congress on legislative and administrative actions to best fulfill current and anticipated mission requirements. Personally selected for the position by the Commission Chairman, and ratified by unanimous vote of the Commissioners, Dr. Blackwell recruited, supervised and directed a staff of 50 to meet the needs of 8 Commissioners appointed by the President and the Congress, including a former Assistant Secretary of Defense, two former Service Secretaries, a retired Air Force Four Star General, a former Air Force Under Secretary, a former Director of the Air National Guard, a former Deputy Assistant Secretary of Defense and a nationally prominent Social Scientist.

- Staffed and set up facilities and support within 30 days.
- Guided Commissioners to complete work and submit report before congressionally mandated deadline.
- Air Force accepted 46 of 47 recommendations, established permanent staff to manage implementation and provide annual Secretary of the Air Force Report to Congress.

6. May 2008 -- June 2009

Title: Executive Director, Secretary of Defense Task Force on Nuclear Weapons Management

Supervisor: Dr. James R. Schlesinger

- Appointed by SecDef. Task Force chartered to advise the Secretary of Defense on organizational, procedural or policy improvements determined necessary to ensure that the highest levels of accountability and control are maintained in the stewardship and operation of nuclear weapons, delivery vehicles and sensitive components, and basing procedures by the Department of Defense, to sustain public confidence in the safe handling of Department of Defense nuclear assets and to bolster a clear international understanding of the continuing role and credibility of the U.S. nuclear deterrent.
- Selected by the TF Chairman, Dr. James Schlesinger, to lead and manage the involvement of the seven Task Force members, including a former DepSecDef, two retired four-star General/Flag Officers, two former UnderSecretaries of Defense, a former Special Assistant to the President and a former Special Assistant to the SecDef.



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- Recruited, supervised and directed a staff of 15 full-time officers, civilians and consultants detailed to support the work of the Task Force. Responsible for all aspects of staff support and resourcing for the TF as well as providing his professional expertise to each Panel Member.

7. November 2006 – April 2008

Title: Vice President, Defense, DeticaDFI (Formerly Defense Forecasts Inc.)

Supervisor: General (USA, Ret.) Dennis Reimer, 2602 N. Brandywine St., Arlington VA 22207 (703) 534-0424

Dr. Blackwell returned to senior management in October 2006 when he was brought in to DFI to re-establish a strong practice in defense policy, strategy and analysis. Under his leadership, while continuing his primary research on the Cognitive Domain of War, the 45-person business unit was restored to profitability and revenue growth and positioned for long-term future growth. He departed Detica in April 2008 under a corporate re-structuring.

8. May 2002- November 2006

Title: Director for Military Assessments, Hicks & Associates, SAIC, McLean VA.

Supervisor: Jeffrey S. McKittrick: 1911 N. Fort Myer Dr., Rosslyn, VA 22209 (703) 469-3350

Dr. Blackwell explored the development of new theories of war in the age of transformed military operations. Dr. Blackwell's work supported the Director, Net Assessment and Director Force Transformation in the Office of the Secretary of Defense; Supreme Commander, Allied Command Transformation, NATO, Concept Development and Experimentation Branch; and Commander, US Joint Forces Command, Joint Battle Laboratory.

9. May – September 2004

Title: Executive Director Independent Panel to Review DOD Detention Operations

Supervisor: Dr. James R. Schlesinger

Dr. Blackwell was on paid leave of absence from SAIC and assigned to temporary government service as a Special Government Employee to serve as Executive Director of the Department of Defense Independent Panel to Review Department of Defense Detention Operations, chaired by former Secretary of Defense James R. Schlesinger and with Panel Members, former Secretary of Defense Harold Brown, former Congresswoman and Chair of the Defense Policy Advisory Board, the late Tillie Fowler, and retired General Charles Horner. The Independent Panel investigated allegations of abuse of detainees from Guantanamo to Afghanistan to Iraq, presented findings and recommended action directly to the Secretary of Defense. Dr. Blackwell was responsible for all aspects of staff support and resourcing for the Panel as well as providing his professional expertise to each Panel Member.

10. February 1993-May 2002

Title: Senior Analyst, Director of SAIC's Strategic Assessment Center

Supervisor: Jeffrey S. McKittrick, 1911 N. Fort Myer Dr., Rosslyn, VA 22209 (703) 469-3350



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The Center conducted long-range studies integrating technology, economic, military, and political assessments of countries, functions, and regions for senior decision-makers in government and private industry. Dr. Blackwell's primary focus was the operational level of war and the U.S. defense technology and industrial base. During his tenure as the senior manager responsible for the business performance of the organization, the Strategic Assessment Center grew from a 12-person, \$3 million per year separate division, to a mainstream corporate profit center with over 55 employees and \$10 million in annual revenues. Dr. Blackwell led the establishment of a major new corporate presence in the Hampton Roads, VA area with large contract awards for Joint Concept Development and Experimentation support to the US Joint Forces Command and the U.S. Army War College Center for Strategic Leadership. The Center accomplished this while sustaining steady growth with the original customer base centering on the Director, Net Assessment, Office of the Secretary of Defense. Dr. Blackwell continued his own research on the operational level of war, concentrating on the military transformation, in studies sponsored by the Commander, US Joint Forces Command and the Director of Net Assessment in the Office of the Secretary of Defense. Dr. Blackwell served during this time as Fox News Network's on-air military analyst, covering operations in the Balkans and the Global War on Terrorism.

11. June 1987 – February 1993

Title: Senior Fellow, Director: Political Military Studies, Center for Strategic and International Studies

Supervisor: Dr. William J. Taylor, Jr., 1800 K St, Washington DC 20003

Duties: Dr. Blackwell was a Senior Fellow in International Security Studies. He directed several studies in military technology, doctrine, and operations, as well as defense and national security policy and strategy. As Program Director for 4 years, Dr. Blackwell supervised the growth of the already successful program from 6-7 analysts and under \$1 million in annual budget to 15 analysts and over \$2 million a year, expanding the program's sponsors to include new supporters with continuing contracts and grants. During the 1991 Persian Gulf War, Dr. Blackwell served as Cable News Network's on-air full time Military Analyst, reviewed in *People* magazine as, "The man to watch..."

12. June 1982 – June 1985

Title: Instructor and Assistant Professor, Department of Social Sciences, United States Military Academy, West Point

Supervisor: Col Lee D. Olvey

Duties: On completion of his first year assignment as an Instructor, Dr. Blackwell was promoted to Assistant Professor and assigned to serve during the next two years as Course Director for the core course in American Politics and Government. He evaluated and re-designed the course required of all students and supervised 10 instructors each semester in all aspects of course content, pedagogy and administration, to include his own instructional responsibilities for his course load of students. He also served in his extra-curricular capacity as Debate Team Coach and Mentor in Chapel Fellowship Programs while completing his Ph.D.

13. June 1974 – June 1987: U.S. Army



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Positions held include: Platoon Leader, Troop Executive Officer, Assistant Logistics Officer (Comptroller), 3rd Armored Cavalry Regiment; Commander, Troop K, 3rd U.S. Cavalry; Assistant Professor of Political Science, U.S. Military Academy; Executive Officer, 2nd Battalion, 1st Infantry; Division Assistant G-3, Operations Officer, 9th Infantry Division; Medically Retired (Type I Diabetes) in 1987.

Other Qualifications:

Training Courses

U.S. Army Armor Officer Basic Course 1974

U.S. Army Motor Officer Course 1974

U.S. Army Infantry Officer Advanced Course 1980

US Air Force National Security Seminar for Civilians, Air War College, 1988

Defense Threat Reduction Agency, Nuclear Weapons Orientation Course, 21 August 2009

Sandia National Laboratory, Survey of Nuclear Weapons, 13 November 2009

US Department of Energy, Pantex Orientation Course, 30 March – 1 April 2010

Lawrence Livermore, Federal Nuclear Expertise Program Course: Nuclear Testing, Diagnostics, Forensics and Stockpile Stewardship, Part 1: September 2011, Part 2: April 2014

US Air Force, Senior Leader Nuclear Management Course (N400), 5 April 2012

Awards and Decorations

National Defense Service Medal

Army Service Ribbon

Air Force Organizational Excellence Award, 2 Awards

Army Achievement Medal

Army Commendation Medal

Meritorious Service Medal, 3 Awards

PUBLICATIONS: 13 Books, 9 Chapters, 11 Lectures, 49 Articles and 61 Professional or Technical Papers. Called 8 times for prepared expert testimony to Hearings before Congress.



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Curriculum Vitae

Books

1. *Report to the President and Congress of the United States, National Commission on the Structure of the Air Force*, The Honorable Dennis McCarthy, Chair, The Honorable Erin Conaton Vice Chair, The Honorable Les Brownlee, The Honorable F. Whitten Peters, General (USAF Ret.) Raymond Johns, Lt Gen (USAF Ret) Harry M Wyatt III, Dr. Janine Davidson, Dr. Margaret C Harrell, January 2014.
2. *Report of the Secretary of Defense Task Force on Nuclear Weapons Management: Phase II – Review of the DoD Nuclear Mission*, The Honorable James R. Schlesinger, Chairman, General Michael P.C. Carns, USAF (Ret), Admiral Edmund P. Giambastiani, Jr., USN (Ret), The Honorable J.D. Crouch, The Honorable John J. Hamre, The Honorable Jacques S. Gansler, The Honorable Franklin C. Miller, Mr. Christopher A. Williams, December 2008.
3. *Report of the Secretary of Defense Task Force on Nuclear Weapons Management: Phase I – The Air Force’s Nuclear Mission*, The Honorable James R. Schlesinger, Chairman, General Michael P.C. Carns, USAF (Ret), Admiral Edmund P. Giambastiani, Jr., USN (Ret), The Honorable J.D. Crouch, The Honorable John J. Hamre, The Honorable Jacques S. Gansler, The Honorable Franklin C. Miller, Mr. Christopher A. Williams, September 2008.
4. *Final Report of the Independent Panel to Review DoD Detention Operations*, The Honorable James R. Schlesinger, Chairman, The Honorable Harold Brown, The Honorable Tillie K. Fowler, General; (USAF-Ret.) Charles A. Horner, Panel Members, August 2004.
5. *On Brave Old Army Team: The Cheating Scandal That Rocked The Nation, West Point, 1951*, Presidio Press, 1996.
6. *Desert Storm: The Gulf War and What We Learned*, with Michael J. Mazarr and Don M. Snider, Westview Press, 1993.
7. *Congressional Oversight of National Security: A Mandate for Change – The Final Report of the CSIS Project on Congressional Oversight of Defense*, with John O. Marsh. The Center for Strategic and International Studies, June 1992.
8. *Thunder in the Desert: The Strategy and Tactics of the Persian Gulf War*, Bantam Books, 1991.
9. *The Gulf War: Military Lessons Learned*, Interim Report of the CSIS Study Group on Lessons Learned from the Gulf War, with Michael J. Mazarr and Don M. Snider, The Center for Strategic and International Studies, July 1991.



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10. *Conventional Combat Priorities: An Approach for the New Strategic Era*, the Final Report of the CSIS Conventional Combat 2002 Project, The Center for Strategic and International Studies, Washington, D.C., May 1990.
11. *Making Defense Reform Work*, co-editor with Barry M. Blechman, Brassey's (US), 1990.
12. *Deterrence in Decay: the Future of the U.S. Defense Industrial Base*, Final Report of the CSIS Defense Industrial Base Project, The Center for Strategic and International Studies, 1989.
13. *Making Defense Reform Work* Report of the Joint Project on Monitoring Defense Reorganization, The Foreign Policy Institute and the Center for Strategic and International Studies, Harold Brown and James Schlesinger Co-Chairmen, Barry Blechman Director, James Blackwell Deputy Director, 1988.

Chapters

1. "Mathematical Foundations of Strategic Deterrence," with Edward H. Robbins and Hunter Hustus, in *Thinking About Deterrence: Enduring Questions in a Time of Rising Powers, Rogue Regimes, and Terrorism*, edited by Adam Lowther, Maxwell AFB AL: Air University Press, December 2013, pp. 137-165.
2. "American Perspectives on Tactical Nuclear Weapons," in Tom Nichols, Douglas Stewart, and Jeffrey D. McCausland, editors, *Tactical Nuclear Weapons and NATO*, Carlisle PA: US Army War College Strategic Studies Institute, April 2012, pp. 323-326.
3. "Professionalism and Army Doctrine: A Losing Battle?" in Don M. Snider and Gayle L. Watkins, *The Future of the Army Profession*, McGraw-Hill, 2002; Revised & Expanded Second Edition, Don M. Snider and Lloyd J. Matthews, McGraw-Hill 2005.
4. "The Revolution in Military Affairs," with Jeffrey McKittrick, Fred Littlepage, George Kraus, Richard Blanchfield and Dale Hill, *Battlefield of the Future: 21st Century Warfare Issues*, " edited by Barry R. Schneider and Lawrence E. Grinter, Air War College Studies I National Security Number 3. Air University Press, Maxwell Air Force Base, Alabama, September 1995.
5. "U.S. Military Response to the Iraqi Invasion of Kuwait," in *The Persian Gulf Crisis: Power in the Post-cold War World*, edited by Robert F. Helms II and Robert H. Dorff, Praeger Publishers, 1993.
6. "Prospects and Risks of Technological Dependency," in *Strategy and Technology*, Strategic Concepts in National Military Strategy Series, U.S. Army War College, Strategic Studies Institute, April 1, 1992. Reprinted in *The Search for Strategy: Politics and Strategic Vision*, edited by Gary L. Guertner, Greenwood Press, Contributions in Military Studies Number 143, 1993.



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7. *National Security Choices for the Next President* (contributor), Significant Issues Series Volume IX, Number 3, The Center for Strategic and International Studies, 1988.
8. “In the Laps of the Gods: The Origins of NATO Forward Defense,” *Parameters*, Vol. XV. No. 4, Winter 1985. Reprinted in *The Parameters of War: Military History from the Journal of the U.S. Army War College*, edited by Lloyd J. Matthews & Dale E. Brown, Pergamon-Brassey's, 1987.
9. “Conventional Doctrine: Integrating Alliance Forces,” in *Conventional Deterrence: Alternatives for European Defense*, edited by James R. Golden, Asa A. Clark and Bruce E. Arlinghaus, Lexington Books, 1984.

Lectures

1. *Meta-Analysis of Nuclear War Games*, Classified Symposium for Defense Threat Analysis Agency Strategic Trends Initiative, October 2019.
2. *Lying, Cheating: My Journey With Jim Schlesinger*, U.S. Air Force Recruiting Service, San Antonio, TX, 24 January 2017. My experience as lead investigator for the Former Secretary of Defense on four scandals and the institutional and personal implications.
3. *Using Nuclear Weapons in the 21st Century*, U.S. Air Force School of Advanced Nuclear Deterrence Studies, 11 December 2017.
4. *Military Strategy and the Conduct of Nations*, Course INTA 654, The Bush School of Government & Public Service, Texas A&M University. 15 half-hour-long lectures for graduate-level program given one semester annually since 2011.
5. *Nuclear Doctrine, Concepts and Emerging Thought*, Lecture and Capstone Course Exercise for USAF Mid-Career Nuclear Management Course (N300) Kirtland AFB, NM, Spring 2012 and subsequent classes through Spring 2016.
6. *Nuclear Adversary Perceptions of Nuclear Weapons and Deterrence*, Classified Lecture for USAF Senior Leader Nuclear Management Course (N400), Kirtland AFB, NM, Summer-Fall 2012.
7. *Teaching 21st Century Deterrence*, USAF Counter Proliferation Center and Defense Threat Reduction Agency Workshop for Professional Military Educators and Course Developers on Countering Weapons of Mass Destruction, 11-12 July 2012.
8. *The Growing Complexity of Deterrence: Implications for Campaign Planning*, Analysis and Briefing prepared in support of Air Force Exercise Unified Engagement 2010, Title X Wargame and the USAF – India Air Force Building Partnership Seminar March – November 2010.
9. *Transforming the Army: Learning From The Past*, Analysis and Lecture for the Army Strategic Leadership Course, Directed by the Chief of Staff of the Army, 2001-2002.



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10. *Combat Swarming: U.S. Theory and Practice*, Study and Lecture prepared for the Office of the Secretary of Defense, Special Assistant for Net Assessment for presentation at the U.S.-Israeli Defense Forces' Bilateral Discussions, October 14-19, 2002, Tel Aviv, Israel.
10. *The Revolution in Military Affairs*, Lecture for the Central Intelligence Agency, Senior Analysts Course, 1995-2002.
11. *The U.S. Defense Industrial Base*, Lecture for the Federal Emergency Management Agency Graduate Course in Industrial Mobilization and Preparedness, 1989-1994.

Congressional Testimony

1. March 4, 1993, Committee on Armed Services, United States House of Representatives, "The Use of Force in the Post-Cold War Era."
2. September 21, 1992, Subcommittee on Defense Industry and Technology, Committee on Armed Services, United States Senate, "Praise the FTC and Pass the Ammunition,"
3. January 1992, House Armed Services Committee, "Military Technology and Industry."
4. June 4, 1991, Subcommittee on Economic Stabilization, Committee on Banking, Finance and Urban Affairs, United States House of Representatives, "Defense Production Act."
5. December 14, 1990, Committee on Armed Services, United States House of Representatives, "Crisis in the Persian Gulf: Sanctions, Diplomacy and War."
6. June 14, 1990, Subcommittee on Economic Stabilization, Committee on Banking, Finance and Urban Affairs, United States House of Representatives, "Reauthorization of the Defense Production Act."
7. May 17, 1989, Subcommittee on Defense Industry and Technology, Committee on Armed Services, United States Senate, "Defense Production Act."
8. May 10, 1989, Subcommittee on Economic Stabilization, Committee on Banking, Finance and Urban Affairs, United States House of Representatives, "Internationalization of the Aerospace Industry."

Articles

1. "Leading Truthfully: A Journey with Jim Schlesinger," Institute for Defense Analyses, September 2020, IDA Paper NS P-14347
2. "Cognitive Hyper-Dissonance: Nuclear Signaling Through Military Exercises," *Comparative Strategy* Volume 40 Issue 5, 20 September 2021 Institute for Defense Analyses, March 2020, IDA Paper NS P-11014.
3. "The Bomb That Keeps on Ticking...And Keeps Us Safe," *Comparative Strategy* Volume 34 Number 5, November-December 2015, pp. 458-468.



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4. "Busting Myths about Nuclear Deterrence," (co-authored with Charles E. Costanzo), *Strategic Studies Quarterly*, Vol. 9., No. 1., Spring 2015, pp. 17-26.
5. "Nuclear Waste: Why Are American Nukes Still in Europe?" *Foreign Affairs*, January/February 2015, pp. 177-178.
6. "21st Century Arms Control," *DefenseNews* December 1, 2014, p. 29.
7. "Nuclear Weapons Critics Suffer Cold War Brain Freeze; Deterrence Works, Argues Top Air Force Official," *AolDefense.Com* February 20, 2013
8. "Deterrence at the Operational Level of War," *Strategic Studies Quarterly* Vol. 5, No.2, Summer 2011.
9. "Airpower and Extended Deterrence for the United States and Korea," *Jointness and Aerospace Power*, The 17th International Air Strategy Symposium, Daejon, Republic of Korea, June 2016.
10. "The Cognitive Domain of War," *International Economy*, Summer 2007.
11. Book Review of *Hazardous Duty* by Colonel David H. Hackworth with Tom Matthews, William Morrow and Company 1996, in *Proceedings of the U.S. Naval Institute*, February 1997 Vol. 123 Iss. 2, p.84.
12. "Our Fears Have Been Realized," *New York Daily News*, September 25, 1994.
13. "A Teams Made for a Smooth Arrival," *New York Daily News*, September 21, 1994.
14. "Invasion Plan Swift, Direct," *New York Daily News*, September 21, 1994.
15. "It's Gonna Cost Us More Than We Think," *New York Daily News*, September 20, 1994.
16. "Army Enters the Post-Cold War Era," *New York Daily News*, September 19, 1994.
17. "Army Marches Into Dickey Mission," *New York Daily News*, September 19, 1994
18. "After Fight, U.S. Will Cradle Newborn Government," *New York Daily News*, September 18, 1994.
19. "Roles, Missions & Functions for National Security Emergency Preparedness," *Parameters* Vol. XXIV No. 2, Summer 1994.
20. "The Military Option is Fraught With Risks," *Los Angeles Times*, July 17, 1994.
21. "The 'Bottom-Up' Review: An Assessment," *Military Technology*, No. 11/93, November 1993.
22. "Iraq Challenge Calls for a Better Strategy," *The San Diego Union-Tribune*, Sunday January 24, 1993.
23. "The Age of the Cruise: What If the Bad Guys Got the Technology?" *The International Economy*, July/August 1993.
24. "FTC Acts Overly Defensive," *The San Diego Union-Tribune*, Friday, October 16, 1992.
25. "Research Survey: Defense Industrial Base," *The Washington Quarterly*, Volume 15 Number 4, Autumn 1992.
26. "Georgia Punch: 24th Mech Puts the Squeeze on Iraq," *Army Times*, December 2, 1991.



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27. September 5, 1991, *New York Times*, Book Review of “In the Eye of the Storm: The Making of A General, and the War He Won,” by Roger Cohen and Claudio Gatti, Farrar, Straus & Giroux, 1991.
28. “Save the Army’s Secret Weapons: Its Soldiers,” *Army Times*, August 5, 1991.
29. “The Ground War in the Gulf,” with William J. Taylor, Jr., *Survival*, vol. XXXIII, no.3., May/June 1991, pp. 230-245.
30. “JSTARS Could Save Thousands of Lives in a War With Iraq,” *Army Times*, January 14, 1991.
31. “An Initial Impression of the Logistics of Operation ‘Desert Shield.’” *Military Technology*, No. 12/90, December 1990.
32. “Four-Pronged Attack Can Defeat Iraq,” *Pentagram* December 20, 1990.
33. “The Media Have Got It Wrong – Military Safety Performance in Gulf is Exemplary,” *Los Angeles Times*, Sunday, October 21, 1990.
34. “Weigh Human Toll When Considering Options in Gulf,” *Army Times*, September 24, 1990.
35. “We Still Need Conventional Arms,” *The World & I*, April 1990, pp. 32-41.
36. “The Future of US Land-Based Forces in Europe,” *Military Technology* April 1990.
37. “Journalist Corps May Resolve Media Dilemma,” *Army Times*, April 30, 1990.
38. “Deterrence in Decay: Erosion of the U.S. Defense Industrial Base,” *National Defense*, Vol. LXXIX, No. 451, October 1989.
39. “Viewpoint: Industrial Base: No One at the Top,” *Military Forum*, Volume 5, Number 7, May 1989.
40. “Army Secretary Must Move Boldly to Protect Gains,” *Army Times*, April 1989.
41. “The Military-Industrial Complex? It Vanished,” with Jonathan Gaffney, *Houston Chronicle* March 22, 1989.
42. “Save the Military-Industrial Complex,” with Jonathan Gaffney, *Chicago Tribune* March 22, 1989.
43. “Military-Industrial Base Shrinking?” with Jonathan Gaffney, *The Washington Times*, Friday, March 17, 1989.
44. “American Close Air Support – The Next Model,” *NATO’s Sixteen Nations* Vol. 33 No. 8, January 1989.
45. “Chariots of Iron: MBT Development in the US,” *Military Technology*, October 1988.
46. “The Status of Follow-On-Forces Attack Technologies,” *Military Technology* October 1988.
47. “It’s Not A Matter of Win or Lose, It’s A Matter of Training,” with Bill Taylor, *The Washington Post*, Saturday March 5, 1988.
48. “Assessing the Risks of Rescue,” *The Washington Times*, Wednesday, February 24, 1988.
49. “War Powers a Dilemma,” *The San Diego Union*, Sunday, October 18, 1987.



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50. “The Tragic Results of Garrison Thinking,” *The Washington Times*, Wednesday, September 9, 1987.
51. “Only Government Can Abridge Press Freedom,” Letter to the Editor, *New York Times*, September 21, 1983.

Technical Papers

1. *Portfolio-Level Data Engineering Platform Cycle 6 Report, Volume II: Mission Risk Derivation*. With Brian K. Chappell, Adam Sequera, Oleksandr Shykov, Andre Gellerman. January 13 2022. IDA Report 2022-30602.
2. *NC3 Sustainment Phase III* With David J. Stein, William A. Chambers, Cameron Liang, Joshua Szekely, William DeMaio, Adam Sequera. October 14, 2022. IDA Briefing 2022-30629.
3. *PDEP Analytic Framework – Methodologies to Evaluate the Health of Stand-off Strike Metrics and OT&E Requirement*, with Cameron Liang, Emily Parrish, Adam Sequera, Patrick Jaffke, William DeMaio, Joshua Szekely, Brian Chappell, Nigel Mease, Oleksandr Shykov, Rhiannon Hutton. IDA Memorandum 2022-30543, April 12, 2022
4. *NC3 Sustainment: Phase I Interim Brief*. With Chambers, William A, Stein, David J, Liang, Cameron J, Milne, Caroline R, Sequera, Adam E, DeMaio, William A and Patel, Namrata K. 2022. IDA Informal Briefing 2022-29979.
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