

**Cindy Williams**  
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## **Professional Experience**

**1998 to present.** Principal Research Scientist in the security studies program at the Massachusetts Institute of Technology, Cambridge, MA. Dr. Williams teaches a course on the U.S. national security budget. Her current research projects include a study of strategic priorities and alternatives for future U.S. security spending and an examination of options to improve the resource allocation processes for national security and international affairs in the executive branch and Congress. Dr. Williams is a frequent guest on media programs about national security affairs. She has published numerous articles in books, scholarly and military journals, and newspapers. She is the co-editor, with Curtis L. Gilroy, of *Service to Country: Personnel Policy and the Transformation of Western Militaries* (MIT Press 2006). She is the editor and a chapter author of *Holding the Line: U.S. Defense Alternatives for the Early 21<sup>st</sup> Century* (MIT Press 2001) and of *Filling the Ranks: Transforming the U.S. Military Personnel System* (MIT Press 2004).

**1997 to 1998.** Director of Command and Control Integration Environment, the MITRE Corporation, Bedford, MA. Led a team of engineers in creating and operating an electronic test-bed to identify and correct integration problems among military command and control systems before and during war-fighting experiments, exercises, and deployment to the field. Supported military customers with troubleshooting and fixing problems that emerged because the multiple information systems they use were developed independently but need to interoperate in the field.

**1994 to 1997.** Assistant Director for National Security, Congressional Budget Office (CBO), Washington, D.C. As head of the National Security Division, led analyses of budgetary and policy choices related to national defense and international security. Testified before committees of the House and Senate as CBO's witness on the overall defense budget and specific issues related to national security and international programs. Spoke before a variety of military, scholarly, and professional audiences on the U.S. federal and defense budgets. Areas of work included conventional air, ground, and naval forces; nuclear and defensive forces; environmental issues at military bases and nuclear facilities; military and civilian personnel matters; military operation and maintenance; and U.S. foreign assistance programs.

**1988 to 1994.** Associate Department Head, then Department Head, then Associate Technical Director, the MITRE Corporation, Bedford, MA. As Associate Technical Director, helped to lead a 300-person team in system engineering for U.S. military command and control systems. In addition, served as project integrator for nine missile defense projects, overseeing support to customers in the Ballistic Missile Defense Organization and each of the military services. Earlier, directed the engineering work of a 50-person department that assisted the Air Force and the Strategic Air Command in purchasing command and control systems. Also led a smaller team in developing algorithms to integrate the information from multiple infrared sensors to build tracks

of ballistic missiles during flight.

**1982 to 1987.** Member of the Pentagon's Senior Executive Service (SES) and division director of the Strategic Offensive Forces Division in the Directorate of Program Analysis and Evaluation of the Office of the Secretary of Defense. Advised the Pentagon's civilian leadership on matters related to the budget for U.S. strategic forces. Led a team of military and civilian analysts in studies of the effectiveness and affordability of Air Force and Navy nuclear weapon systems, including intercontinental ballistic missiles, long-range nuclear-armed bombers, ballistic missile-carrying nuclear submarines, and associated weapons. Earlier, served as an operations research analyst, conducting evaluations of Air Force bomber and ballistic missile programs and budgets.

**1979 to 1982.** The Rand Corporation, Santa Monica, CA. Mathematician. Worked part-time while completing doctorate, then full-time upon completion of the degree. Investigated the ability of nuclear forces and command and control to continue operating during a prolonged war.

**1969 to 1979.** Worked in a variety of capacities, including computer programming at Exxon's Mathematics and Systems Company in Florham Park, NJ; teaching high school in Camden, NJ; statistical analysis and computer programming at TRW Systems Group in Redondo Beach, CA; and teaching as a graduate assistant at California State University, Long Beach, and University of California, Irvine.

## **Education**

- Ph.D. Mathematics, University of California, Irvine, 1980. Specialized in stochastic processes and stochastic differential equations.
- B.S. Mathematics, University of Oklahoma, 1968

## **Association Affiliations**

- Elected Fellow and Member of the Board of Directors, National Academy of Public Administration
- Member, Naval Studies Board of the National Academies
- Member, Council on Foreign Relations
- Member, Editorial Board, *International Security*
- Member, Advisory Council, Women in International Security (1998-2008)
- Member, International Institute for Security Studies
- Member, Board of Directors, Center for Strategic and Budgetary Assessments (1999-2004)

## **Publications**

### **Books**

Curtis L. Gilroy and Cindy Williams (editors), *Service to Country: Personnel Policy and the Transformation of Western Militaries* (MIT Press 2006); also author of two chapters of the book.

Cindy Williams (ed), *Filling the Ranks: Transforming the U.S. Military Personnel System* (MIT Press, 2004); also author of two chapters of the book.

Cindy Williams (editor), *Holding the Line: U.S. Defense Alternatives for the Early 21<sup>st</sup> Century* (Cambridge, MA: MIT Press, 2001); also author of three chapters of the book.

### **Articles, Monographs, and Book Chapters**

Cindy Williams, "The U.S. Army," in "What If We Win? A Symposium on the Iraq War," *The American Interest* (Volume III, Number 4), Spring (March/April) 2008.

Cindy Williams, "The Other Resources: The People Factor in Future Defense Strategy," in *Defense Strategy and Forces: Setting Future Directions*, William B. Ruger Chair of National Security Economics Paper Number 3 (Newport, RI: Naval War College 2008), pp. 55-63.

John Moxley and Cindy Williams (co-chairs), *Personnel and Manpower for a Transformed Naval Force* (Washington, D.C.: National Academies Press, 2008).

Cindy Williams, "Strengthening Homeland Security: Reforming Planning and Resource Allocation," Report for the 2008 Presidential Transition Series of the IBM Center for the Business of Government (Washington, D.C.: IBM, 2008).

Cindy Williams, "Paying for Homeland Security: Show Me the Money," MIT Center for International Studies *Audit of the Conventional Wisdom*, May 2007.

Cindy Williams, "Paying to Stop Nuclear Proliferation," *WIIS Words*, Winter 2007, pp. 12, 14.

Cindy Williams, "Budgets to Make America Safer," MIT Center for International Studies (CIS) *Audit of the Conventional Wisdom*, June 2006 (06-10).

Cindy Williams, "Paying Tomorrow's Military," *Regulation*, Summer 2006, pp. 26-31.

Cindy Williams and Curtis Gilroy, "The Transformation of Personnel Policies," *Defence Studies* Vol. 6, No. 1 (March 2006), pp. 97-121.

Cindy Williams, "Beyond Preemption and Preventive War: Increasing US Budget Emphasis on Conflict Prevention," Policy Analysis Brief, the Stanley Foundation, February 2006.

Cindy Williams, "Transforming the Rewards for Military Service," MIT Security Studies Program Occasional Paper, September 2005.

Cindy Williams, "Filling the Army's Ranks for the Iraq War," MIT Center for International Studies *Audit of the Conventional Wisdom*, July 2005.

Cindy Williams, "From Conscripts to Volunteers: NATO's Transitions to All-Volunteer Forces," *Naval War College Review*, Winter 2005 (Vol. 58, No. 1), pp 35-62.

Cindy Williams, "From Conscripts to Volunteers: The Transition to All-Volunteer Forces in NATO Countries," in Kristina Spohr Readman (ed.), *Building Sustainable and Effective Military Capabilities* (Amsterdam: IOS Press NATO Science Series V, Vol. 45, 2004), pp 79-96.

Cindy Williams, "Improving the Military Personnel System," in Thomas H. Stanton, *Meeting the Challenge of 9/11: Blueprints for More Effective Government* (M E Sharpe 2006).

Cindy Williams, "Paying for the War on Terrorism," *ECAAR NewsNetwork*, the newsletter of Economists Allied for Arms Reduction, Vol. 16, Issue 1, March 2004, pp. 1-4.

Cindy Williams, Vincent Medina, and Sylvain Daffix, "La Gestion des Ressources Humaines Militaires: L'Apport de la Théorie des Incitations," *ECODEF*, Direction des Affaires Financières, Observatoire Economique de la Defense, Ministère de la Défense, France, No. 28, July 2003.

Cindy Williams, "U.S. Federal Spending Choices After September 11," *Breakthroughs* (Vol. XI, No. 1), Spring 2002, pp 3-10.

Andrew L. Ross, Michele A. Flournoy, Cindy Williams, and David Mosher, "What Do We Mean by 'Transformation?'" in *Naval War College Review* (Vol. LV, No. 1), Winter 2002, pp. 27-42.

Cindy Williams, "Defense Policy for the 21<sup>st</sup> Century," in Robert J. Lieber (ed.), *Eagle Rules? Foreign Policy and American Primacy in the 21<sup>st</sup> Century* (New York: Prentice-Hall, 2001).

Cindy Williams, "Holding the Line: U.S. Defense Strategy," *Foreign Policy in Focus*, Institute for Policy Studies, Vol. 5, No. 16, 15 May 2001.

Cindy Williams, "Breaking the Mold: Military Choices for the Twenty-First Century," *ECAAR News Network, The Newsletter of Economists Allied for Arms Reduction* (Volume 12, Number 2), July/August 2000.

Cindy Williams and Jennifer M. Lind, "Can We Afford a Revolution in Military Affairs?" *Breakthroughs*, Vol. VIII, No. 1, Spring 1999.

Cindy Williams, "The Future of U.S. Strategic Command, Control, Communications, and Intelligence," *Nuclear Weapons after the Cold War: Guidelines for U.S. Policy*, Michele A. Flournoy (editor), Harper Collins 1993.

Cindy Williams, "Strategic Spending Choices," *International Security*, Spring 1989.

### **Selected Op-Eds**

Cindy Williams, "Many Hidden Costs Line National Security Path," *Kansas City Star*, February 21, 2007.

Cindy Williams, "Surge could push troops to the breaking point," *Boston Globe*, January 10, 2007.

Cindy Williams, "Weighing the Costs of Today's Defense Strategy," *Boston Globe*, March 21, 2006.

Cindy Williams, "Making the Cuts, Keeping the Benefits," *New York Times*, January 11, 2005.

Cindy Williams, "Draft Lessons From Europe," *Washington Post*, October 5, 2004, p. A25.

Cindy Williams, "Forget the Draft: Fix the Volunteer Force and They Will Come," *Government Executive Magazine*, Vol. 36, No. 16, September 15, 2004, p. 74.

Cindy Williams, "Flawed Military Model, Made in the U.S.A.," *Wall Street Journal Europe*, April 10, 2003, p. A11.

Cindy Williams, "Transatlantic Crisis Will Hurt Arms Industry," *European Voice* (Vo. 9, No. 13), 3-9 April 2003, p. 9.

Cindy Williams, "Paying the Costs in Iraq," Knight Ridder/Tribune News Service, April 1, 2003.

Cindy Williams, "In With the Old in 2003," *Newsday*, February 3, 2002.

Cindy Williams and David Wright, "Double-Speak on Missile Defense," *The Boston Globe*, August 4, 2001.

Cindy Williams, "It Is Time For the Military to Live Within Its Means," *San Diego Union Tribune*, June 7, 2001.

Cindy Williams, "Redeploy the Dollars," *The New York Times*, February 16, 2001.

Cindy Williams, "The G.O.P.'s Pay Gap," *The New York Times*, August 17, 2000.

Cindy Williams, "Our GI's Earn Enough," *The Washington Post*, January 12, 2000.

Cindy Williams, "Buying a Plane in a Poke," *The Washington Post*, August 9, 1999.

Cindy Williams, "Appropriations Piggyback," *The Washington Post*, April 29, 1999.

### **Sample Lectures and Public Speaking**

"Are We Structured, Capable, and Ready for the Future?" Panelist at Women in International Security – Robert R. McCormick Tribune Foundation conference, *The roles and Responsibilities of the U.S. Military in the New Millennium*, Cantigny First Division Museum, IL, September 14-15, 2000.

"The Big Picture: What Should Be the Next National Military Strategy?" Panelist at conference, *Alternative National Military Strategies for the United States*, Georgetown University, Washington, DC, September 21, 2000.

"Army Transformation," Commentator on PBS Frontline Film about the future U.S. Army, National Press Club, Washington, DC, October 16, 2000.

“National Security in the 2000 Election,” Panelist, Board of Advisors Meeting, Patterson School of Diplomacy and International Commerce, University of Kentucky, Lexington, KY, October 27, 2000.

“Holding the Line,” Informal Roundtable with U.S. Marine Corps officers involved in preparations for the Quadrennial Defense Review, the Pentagon, November 7, 2000.

“An American Perspective on the Revolution in Military Affairs,” Symposium Speaker in Applied Military Studies Course, Canadian Forces College, Toronto, Canada, November 30, 2000.

“Future Defense Spending: How Much is Enough?” Panelist at Department of Defense Cost Analysis Symposium, Williamsburg, VA, February 1, 2001.

“Defense Policy in the Bush Administration,” Speech to U.S.-Japan Program at Belfer Center for Science and International Affairs, Harvard University, Cambridge, MA, February 7, 2001.

“Defense Choices for the Bush Administration,” Seminar at Office of Management and Budget, Washington, D.C., February 27, 2001.

“Defense Choices for the Bush Administration,” Seminar at Georgetown University Center for Peace and Security Studies, Washington, D.C., February 27, 2001.

“Defense Choices Facing the 107<sup>th</sup> Congress,” Seminar at the General Accounting Office, Washington, D.C., February 28, 2001.

“Defense Policy for the Bush Administration,” Lecture at MIT Lincoln Laboratory, Bedford, MA, March 9, 2001.

“Shaping the U.S. Military,” Panel Chair and Speaker at Forum of Women in International Security (WIIS), Washington, D.C., March 12, 2001.

“The Future of War and the Shaping of U.S. Forces,” Panelist at the 2001 Harvard Colloquium on International Affairs, Cambridge, MA, May 5, 2001.

Roundtable on *Holding the Line: U.S. Defense Alternatives for the Early 21<sup>st</sup> Century*, Council on Foreign Relations, New York, NY, May 11, 2001.

“Holding the Line on Military Spending,” Speaker and Panel Chair at dinner sponsored by Business Leaders for Sensible Priorities, Boston, MA, June 12, 2001.

“The Cost of Transformation,” Panelist at the Current Strategy Forum, Naval War College, Newport, RI, June 13, 2001.

“U.S. Defense Strategies for the Future,” Speaker at Corporate Investment Strategy Forum, The MITRE Corporation, McLean, VA, June 21, 2001.

“Budgetary Implications of Innovation,” Lecturer in MIT Security Studies Program course on Military Innovation, Cambridge, MA, July 24, 2001.

“Policy and Budget Implications of the Terrorist Attacks of September 11,” Seminar at Columbia University, New York, NY, September 19, 2001.

“Economic Consequences of Great Power Politics,” Lecture at University of Kentucky Patterson School of Diplomacy and International Commerce Board of Advisors Meeting, Lexington, KY, October 19, 2001.

“Pork-Barrel Politics and the U.S. Defense Budget,” Guest Lecturer in Professor Kenneth Oye’s class, MIT, Cambridge, MA, October 23, 2001.

“The Money Game in Time of War,” Lecture to WAND, Cambridge, MA, December 11, 2001.

“The Pentagon’s PPBS (Planning, Programming, and Budgeting System) and Congress and OMB,” Retrospective on the PPBS, symposium sponsored by Office of Secretary of Defense, Director of Program Analysis and Evaluation, at Rand, Pentagon City, VA, January 24, 2002.

“Reshaping America’s Defenses, Before and After 9/11,” Roundtable on the Geo-Economics of Military Preparedness, Council on Foreign Relations, New York, NY, February 1, 2002.

“Homeland Security Spending and the U.S. Economy,” Seminar on Globalization, War, and the Economy, University of Massachusetts, Lowell, April 1, 2002.

“U.S. Spending Since September 11,” at world policy forum on “Homeland Defense: What Is It, and What Will It Cost?” World Policy Institute, The New School, New York, April 11, 2002.

“U.S. Spending Choices Since September 11,” speaker at technical seminar, Draper Laboratory, Cambridge, MA, May 13, 2002.

“The Future of War and Peace,” panelist at 50<sup>th</sup> Anniversary Celebration, MIT Center for International Studies, Cambridge, MA, May 16, 2002.

“Transforming the Role of Naval/Maritime Forces,” panelist at Current Strategy Forum 2002: Transforming American National Security Strategy in the 21<sup>st</sup> Century, Naval War College, Newport, RI, June 12, 2002.

“U.S. Defense Policy and Global Military Presence,” panelist at conference on “The Future of U.S. Foreign Policy,” Weatherhead Center for International Affairs of Harvard University, at the Tufts University European Center, Talloires, France, June 15, 2002.

“Transforming Rewards to Military Service,” lecture, *Zentrum für Analyse und Studien* of the German *Bundeswehr*, Waldbröl, Germany, November 19, 2002.

“Transforming Rewards to Military Service,” lecture, *Sozialwissenschaftliches Institut (SoWI)* of the German *Bundeswehr*, Strausberg, Germany, February 5, 2003.

“European Military Capabilities: Professionalization and Reform,” seminar speaker, European University Institute, Florence, Italy, March 17, 2003.

“Why Should We Care about the Future of the Relationship?” Panelist at Forum, “The Future of the Transatlantic Relationship,” Johns Hopkins School of Advanced Studies, Bologna, Italy, March 18, 2003.

“Is Joint Procurement and Arms Cooperation Making Any Headway?” Panelist at working group on defence-led R&D and industrial innovation, “Are Europe’s Defence Giants an Endangered Species?” The New Defence Agenda, Bibliotheque Solvay, Brussels, Belgium, March 31, 2003.

“Federal Spending for Homeland Security and Combating Terrorism,” Speaker at press conference and informal briefing for New Hampshire media who write about politics and national security issues, sponsored by the New Hampshire Program of the American Friends Service Committee, Concord, NH, August 13, 2003.

“Federal Spending for Homeland Security and Combating Terrorism,” Speaker at meeting of New Hampshire peace activists sponsored by New Hampshire Program of the American Friends Service Committee and New Hampshire Peace Action, Concord, NH, August 13, 2003.

“U.S. Spending for the War on Terrorism,” Speaker at meeting of Women in International Security (WIIS) Brussels, Transatlantic Center, German Marshall Fund of the United States, Brussels, Belgium, September 12, 2003.

“What Will the Budget Bear?” Speaker at conference on military transformation, Belfer Center for Science and International Affairs, Harvard University, Cambridge, MA, November 14, 2003.

“Restoring Sobriety to the Defense Budget,” Speaker at The New School, New York, NY, November 20, 2003.

“Militaries and Families: Comparisons Between the United States and Europe,” lecture to Women in Science and International Affairs (WSIA), Kennedy School of Government, Harvard University, Cambridge, MA, April 9, 2004.

“From Conscripts to Volunteers: Transitions to All-Volunteer Forces in the United States and Europe,” series of lectures in Prague, Rome, Madrid, and Brussels, sponsored by the European Union and organized by the German Marshall Fund of the United States, April 20-23, 2004.

“Transforming Military Personnel Policy,” lecture to standing panels on government reform and on executive management of the National Academy of Public Administration, Washington, DC, May 21, 2004.

“Developing a Comprehensive, Alternative Security Policy,” panelist at annual meeting of the Peace and Security Funders Group, Boulder, CO, May 24, 2004.

“Are We Getting What We Want for What We Pay?” panelist at defense economics conference on military compensation sponsored by the Director, Program Analysis and Evaluation, Office of the Secretary of Defense, Institute for Defense Analyses, Washington, DC, June 9, 2004.

“Military Family Policy,” panelist at conference, “Building Military Capability,” sponsored by the U.S. Undersecretary of Defense for Personnel and Readiness and the U.S. Ambassador to NATO, Conrad Hotel, Brussels, Belgium, June 15, 2004.

“Filling the Ranks,” lecture at roundtable on planning future military strategy, DFI, Washington, DC, June 30, 2004.

“Filling the Ranks,” lecture at quarterly meeting of the U.S. Air Force Personnel Strategic Planning Executive Board headed by Lt. Gen. Roger Brady, Pentagon, Washington, DC, August 10, 2004.

“What to do with the National Guard?,” panelist at Roundtable on National Security, Council on Foreign Relations, Washington, DC, September 27, 2004.

“National Security versus Rents in Military Procurement,” guest lecture in undergraduate and graduate classes of Professor Kenneth Oye, MIT, Cambridge, MA, October 14, 2004.

“Budgetary aspects of counterterrorism,” panelist at the Economics of Security Working Group, the New School, New York, NY, October 15, 2004.

“Transforming the Military Personnel System,” technology lecture at Draper Laboratory, Cambridge, MA, October 18, 2004.

“Transforming the U.S. Military Personnel System,” speaker at bipartisan congressional study group on Security for a New Century, Rayburn House Office Building, Washington, DC, November 8, 2004.

“National Security Spending in the Fiscal Year 2006 Budget Request,” web briefing for progressive NGOs organized by Security Policy Working Group, February 11, 2005.

“How to Improve the U.S. Military Compensation System,” panelist at Capitol Hill briefing for media and Congressional staff upon release of “Personnel Costs: Requirements, Trends, and Options,” by the Center for Strategic and Budgetary Assessments (CSBA), Capitol Building, Washington, DC, February 18, 2005.

“From Conscripts to Volunteers: NATO’s Transitions to All-Volunteer Forces,” speaker at National Security Seminar of the George Bush School of Government and Public Service, Texas A&M University, College Station, TX, February 23, 2005.

“From Conscripts to Volunteers: NATO’s Transitions to All-Volunteer Forces,” graduate seminar at Department of Systems Engineering, University of Virginia, Charlottesville, VA, April 22, 2005.

“How to Improve the U.S. Military Personnel System,” guest lecturer in system engineering course of Prof. Barry Horowitz, University of Virginia, Charlottesville, VA, April 22, 2005.

“From Conscripts to Volunteers: NATO’s Transitions to All-Volunteer Forces,” lecture to visiting parliamentarians from NATO Parliamentary Assembly at MIT, Cambridge, MA, April 29, 2005.

“How to Improve the Incentive Structure for U.S. Military Personnel,” participant at Department of Navy roundtable on military personnel compensation and incentivization, Washington Navy Yard, May 5, 2005.

“Budget Realities and Military Innovation,” lecture at MIT Summer Course on Military Innovation, Cambridge, MA, June 14, 2005.

“Getting involved in the policy process,” panelist at short course of CAMOS committee, American Political Science Association meetings, Washington, DC, August 31, 2005.

“Pork and Special Interests in U.S. National Security Budgets,” guest lecturer in Kenneth Oye’s political economy class, Cambridge, MA, October 18, 2005.

“Planning and Paying for America’s Global Role and Security at Home,” panelist at 25<sup>th</sup> anniversary celebration of IDDS and the nuclear freeze movement, Cambridge, MA, October 25, 2005.

“U.S. Military Compensation and the Twenty-First Century Workplace,” roundtable discussion leader at the Heritage Foundation, Washington, DC, November 4, 2005.

“U.S. Budgets for National Security,” speaker at “Security Boot Camp” for women running for Congress, sponsored by The White House Project, at Georgetown University, Washington, DC, November 19, 2005.

“Benefit Structures for the New Reserves,” commentator on panel at conference, “The New Reserves: Strategic in Peace, Operational in War,” sponsored by the Assistant Secretary of Defense (Reserve Affairs) and the Assistant Secretary of the Navy (Manpower and Reserve Affairs), Hilton Hotel, McLean, VA, November 30, 2005.

“New Priorities for National Security Spending,” panelist at Peace and Security Legislative Strategy Meeting, Airlie Conference Center, VA, January 9, 2006.

“Transforming the U.S. Military Personnel System,” speaker at National Institute of Defense Studies, Japan Defense Agency, Tokyo, Japan, February 20, 2006.

“Transformation of the U.S. Budget Process for National Security,” speaker at National Institute of Defense Studies, Japan Defense Agency, Tokyo, Japan, February 21, 2006.

“U.S. Quadrennial Defense Review 2006,” speaker at National Institute of Defense Studies, Japan Defense Agency, Tokyo, Japan, February 21, 2006.

“Transformation of the U.S. Budget Process for National Security,” seminar at Lincoln Laboratory, Cambridge, MA, March 3, 2006.

“From Conscripts to Volunteers: Transitions to All-Volunteer Forces in Europe,” seminar at LBJ School of Public Policy, University of Texas, Austin, April 17, 2006.

“U.S. Budgets for National Security,” speaker at “Security Boot Camp” for women running for Congress, sponsored by The White House Project, Washington, DC, April 29, 2006.

“Budgeting for a Safer America,” speaker at meeting of the Tobin project with members of the House of Representatives, Charles Hotel, Cambridge, MA, June 24, 2006.

“U.S. Budgets for National Security and International Affairs,” lecturer at Summer Workshop on Analysis of Military Operations and Strategy (SWAMOS), program run by Columbia University for young scholars in international relations, Cornell University, Ithaca, NY, July 13, 2006.

“The U.S. Military after Iraq,” lecture to International Training Course in Security Policy, Geneva Centre for Security Policy, Geneva, Switzerland, January 10, 2007.

“U.S. Foreign Policy and the 2008 Elections,” panelist at Geneva Centre for Security Policy, Geneva, Switzerland, January 10, 2007.

“Implications of Federal Fiscal Outlook for Defense Spending and Readiness,” lecture at Naval Academy National Security and Economics Conference,” U.S. Naval Academy, Annapolis, MD, March 8, 2007.

“Rebalancing the U.S. Security Budget,” briefing by teleconference in “Expert Briefing Series,” Peace and Security Funders Group, March 27, 2007.

“U.S. Spending for Homeland Security,” briefing to Senator Jack Reed, The Tobin Project, Cambridge, MA, April 21, 2007.

“U.S. Spending for National Security,” lecture at Center for Lifetime Learning, Newton Public Library, Newton, MA, May 2, 2007.

“The Quadrennial Defense Review,” Lecture at Senior Manager Course in National Security, National Security Studies Program (NSSP), George Washington University, Washington, DC, June 7, 2007

“The Defense Budget,” Lecture at Senior Manager Course in National Security, National Security Studies Program (NSSP), George Washington University, Washington, DC, June 7, 2007

“Defense Budget Critiques,” Lecture at Senior Manager Course in National Security, National Security Studies Program (NSSP), George Washington University, Washington, DC, June 7, 2007

“U.S. Spending for National Security” and “Resource Allocation Processes for Defense,” Lectures at Summer Workshop on Analysis of Military Operations and Strategy (SWAMOS), Cornell University, July 12, 2007

“Findings and Recommendations,” Final Review Conference of the Project on Resource Allocation for National Security” (with Gordon Adams), Woodrow Wilson International Center for Scholars, Washington, DC, July 23, 2007

“Resource Allocation for National Security and International Affairs,” with Gordon Adams, Briefing for David Gordon, Director, Policy Planning, Department of State, Washington, DC, September 21, 2007

“Strategic Implications of the Department of Homeland Security Budget,” Lecture at the George H. W. Bush Library, College Station, TX, September 25, 2007

“The Irregular Interagency: Making the Partnership Work,” with Gordon Adams, Speakers at “Irregular Warfare Seminar” sponsored by the Irregular Warfare Division of the Office of the Director (Program Analysis and Evaluation), Office of the Secretary of Defense, at CNAC, Arlington, VA, October 5, 2007

“What Comes Next: U.S. Forces After Iraq,” panelist at the “Securing the Future” Symposium of the Economics and Security Group, Graduate Program in International Affairs at the New School, New York, NY, October 19, 2007.

“The Other Resources: The People Factor in U.S. Defense Strategy,” presentation at Naval War College Ruger Chair Strategy Workshop, Naval War College, Newport, RI, November 14, 2007.

“Planning and Resource Allocation for Homeland Security,” presentation at seminar, Center for Biosecurity, University of Pittsburgh Medical Center, Baltimore, MD, November 28, 2007.

“Getting Inside the Budget Process for Homeland Security,” presentation at MIT faculty biosecurity seminar, Cambridge, MA, November 29, 2007.

“Personnel and Manpower for a Transformed Naval Force,” presentation to Naval Studies Board, Washington, DC, December 5, 2007.

“The U.S. Military After Iraq,” presentation to the International Training course in Security Policy, Geneva Centre for Security Policy (GCSP), Geneva, Switzerland, January 9, 2008.

“American Foreign Policy and the 2008 Elections,” panelist at public discussion forum of the Geneva Centre for Security Policy (GCSP), Geneva, Switzerland, January 9, 2008.

“Resource Allocation for Homeland Security,” panelist at Capitol Hill seminar on spending for homeland security, sponsored by the Mercatus Center of George Mason University, Rayburn House Office Building, Washington, DC, January 23, 2008.

“Public Policy Issues for Military Healthcare,” presentation to the Subcommittee on Navy Medicine of the Chief of Naval Operations Executive Panel, CNAC, Alexandria, VA, January 24, 2008.

“Resource Allocation for Homeland Security,” discussion with Minority Staff of House Committee on Homeland Security, Ford House Office Building, Washington, DC, February 19, 2008.

“Resource Allocation for Homeland Security,” luncheon speaker at Department of Defense Cost Analysis Symposium (DODCAS), Williamsburg, VA, February 20, 2008.

“Resource Allocation for Homeland Security,” luncheon seminar speaker at Security Studies Program, MIT, Cambridge, MA, March 19, 2008.